

# **Montgomery County Customer Satisfaction Survey for Internal Customers – FY11**

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January 6, 2012  
CountyStat Office



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## CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



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# Agenda

- **Introduction**
- **Results for each survey question**
- **Department analysis**
  - Finance
  - General Services
  - Human Resources
  - Management and Budget
  - Technology Services
  - Public Information
  - County Attorney
- **Wrap up**



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## Meeting Goal

- **Deliver CountyStat analysis of results of the 2011 internal customer satisfaction survey, and identify trends in order to help departments identify strategies for improving processes.**



## **Introduction: Survey Methodology**

- **The Executive Office identified twelve internal service areas that focus exclusively or to a large degree on serving County government customers.**
- **A survey was developed consisting of thirteen questions designed to provide ratings of three overarching categories: overall satisfaction, Department personnel, and Department processes**
- **The Internal Customer Satisfaction Survey was delivered to 368 members of the County management team.**
  - 256 surveys were returned, with a response rate of 69%
  - This is up from 2010 and 2009 where the response rates were 59% and 61%
- **A four-point scale was used and an optional “not applicable” was included for those who did not have enough experience with a department or issue to answer the question.**
- **Respondents were also given an opportunity to expand upon their ratings for all twelve departments and programs in an open response section provided at the end of the survey.**



# Internal Survey Questions

Overall  
ratings

1. **Quality of Service:** Rate your satisfaction with the overall quality of service received by the following Departments.
2. **Level of Effort:** Rate the level of effort your Department must invest to successfully utilize the Department's service(s).
3. **Success Rate:** Rate how often the following Departments successfully meet the needs and requirements of your Department.

Personnel  
ratings

4. **Communication:** Rate how often Department staff were able to explain and answer questions to your satisfaction.
5. **Professional Knowledge:** Rate how often you were satisfied with the professional knowledge exhibited by the Department staff.
6. **Availability:** Rate how often your first attempt to reach Department staff was successful.
7. **Responsiveness:** Rate how often you were satisfied with the responsiveness of the Department staff.
8. **Initiative:** Rate how often you were satisfied with the amount of initiative taken by Department staff in addressing your needs and requirements.

Process  
ratings

9. **Process:** Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.
10. **Guidance & Assistance:** Rate your satisfaction with the guidance and assistance provided for the process(es).
11. **Timeliness:** Rate your satisfaction with the timeliness of the process(es) to satisfy your needs and requirements.
12. **Information:** Rate your satisfaction with the amount of information provided to you about the status of your request.
13. **Innovation:** Rate your satisfaction with the Department's ability to innovate in order to satisfy your needs.



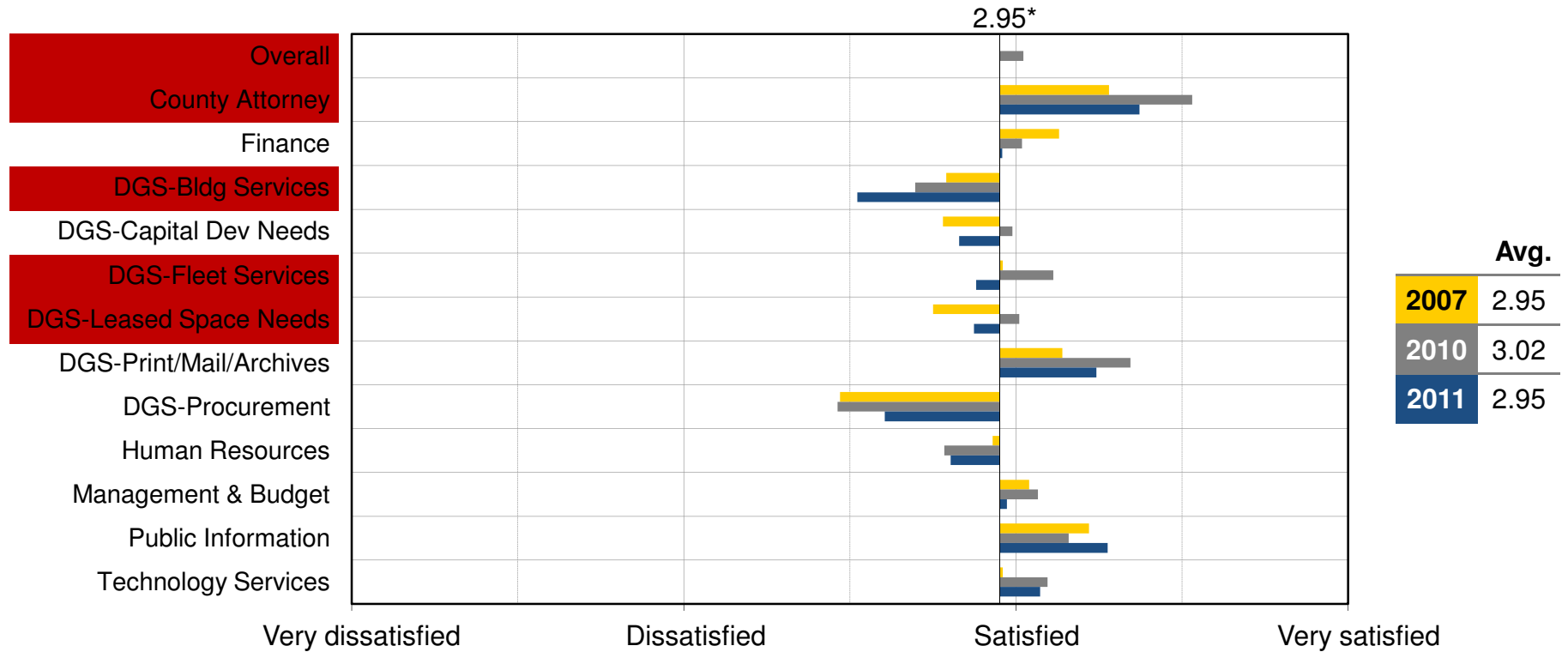
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## Summary of Findings

- From a County-wide perspective, the overall ratings on each question across all departments in the survey were lower on average compared to results from last year.
  - Questions with changes considered statistically significant are: Quality of Service, Level of Effort, Communication, Availability, Timeliness, Information, and Innovation.
- Ratings at the Departmental level were also lower than last year, with the exception of The Dept of Human Resources, Dept of Public Information, and Procurement which received higher ratings than last year.
  - Changes from 2010, whether higher or lower, are considered statistically significant with the exception of the Dept of Public Information.
- Qualitative responses were typically issue based, direct, and discernibly positive or negative. There were only a few instances where quantitative results tracked to the tenor of the qualitative responses.



# Quantitative Data Analysis: Overall Ratings – Quality of Service



Quality of Service: Rate your satisfaction with the overall quality of service received by the following Departments.



Department showed statistically significant increase from 2010

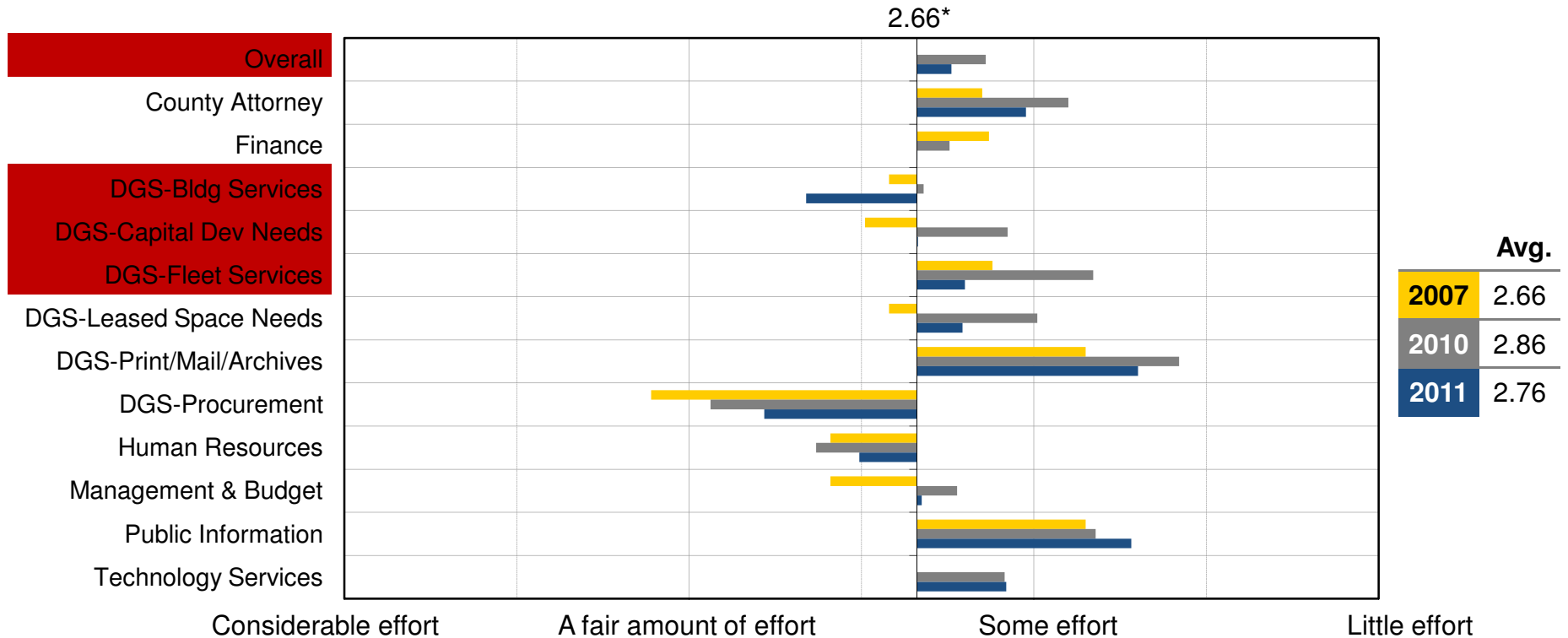


Department showed statistically significant decline from 2010

\*2007 baseline overall average



# Quantitative Data Analysis: Overall Ratings – Level of Effort



Level of Effort: Rate the level of effort your Department must invest to successfully utilize the Department's service(s).

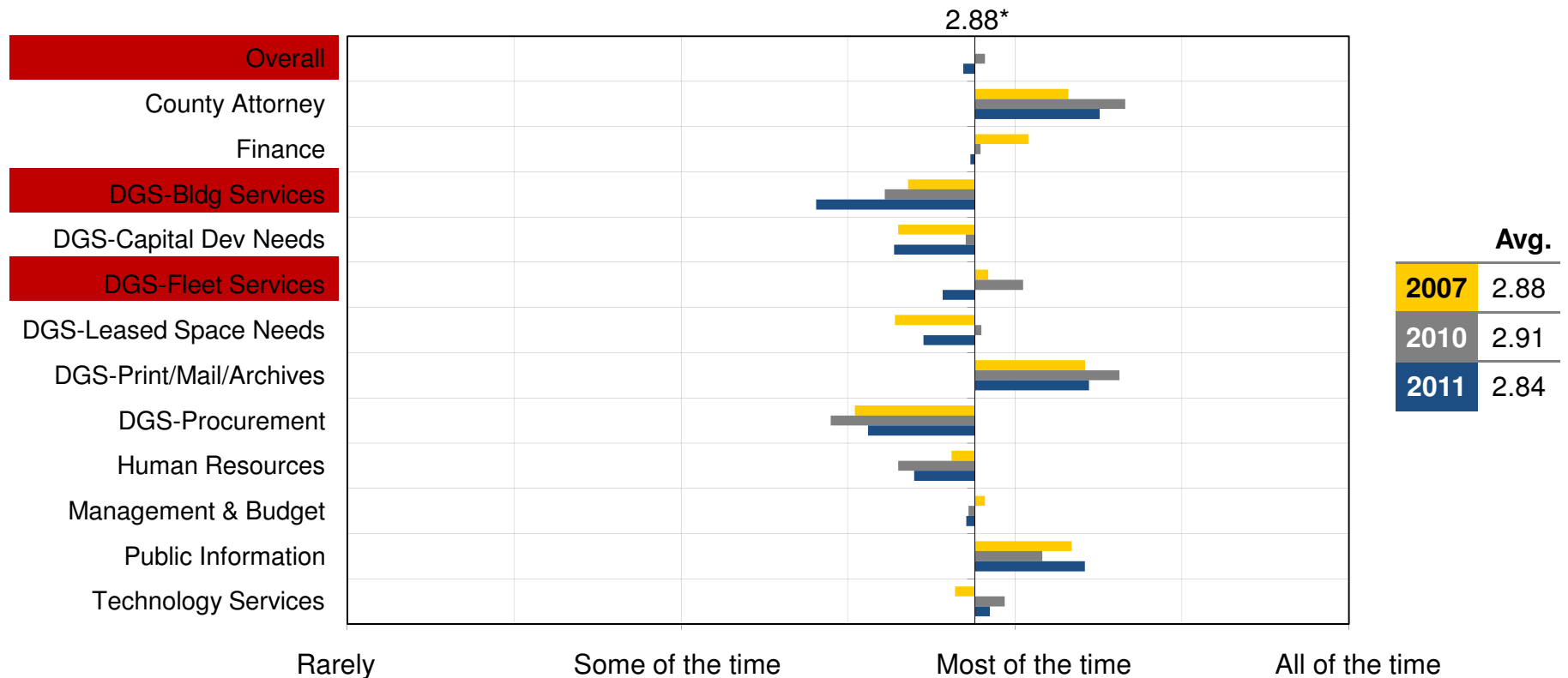


Department showed statistically significant increase from 2010

Department showed statistically significant decline from 2010

\*2007 baseline overall average

# Quantitative Data Analysis: Overall Ratings – Success Rate



**Success Rate: Rate how often the following Departments successfully meet the needs and requirements of your Department.**



Department showed statistically significant increase from 2010

Department showed statistically significant decline from 2010

\*2007 baseline overall average

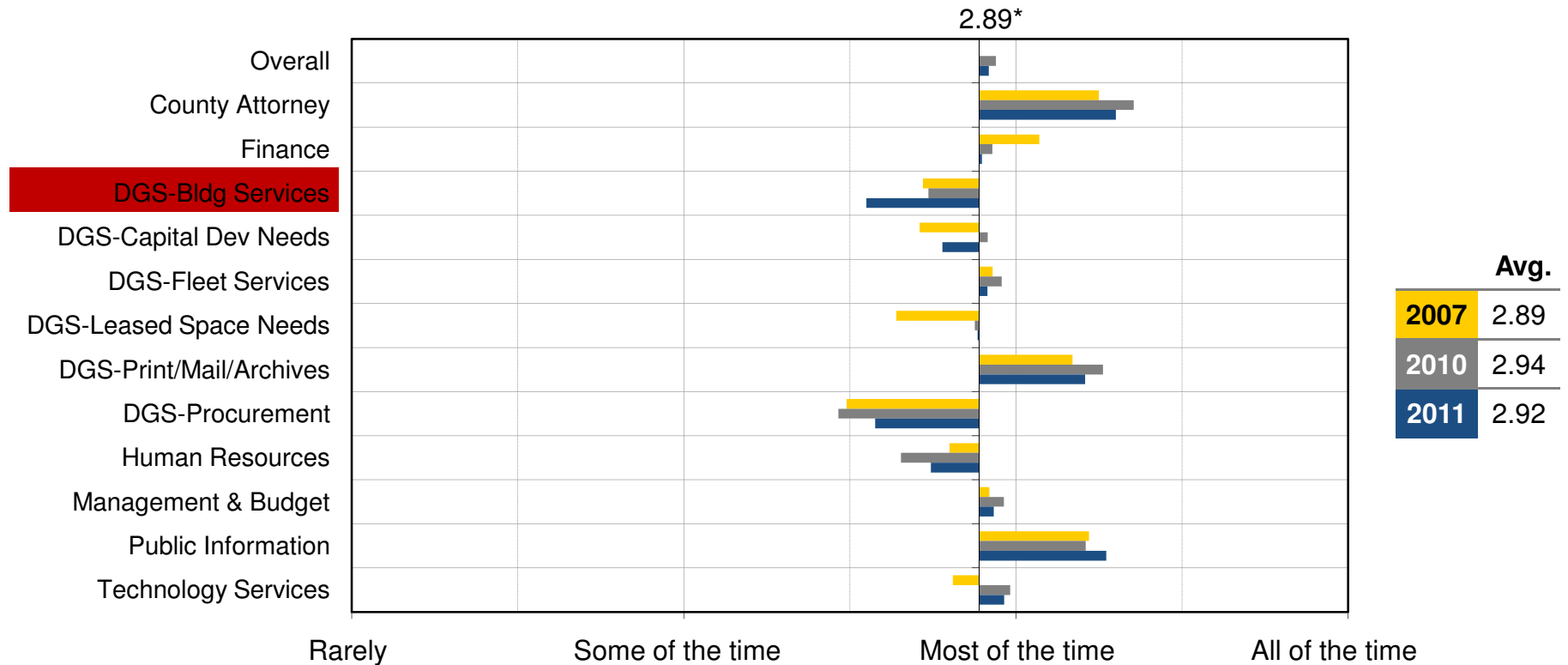
2011 Internal Customer Satisfaction Survey

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01/06/2012



# Quantitative Data Analysis: Personnel Ratings – Communication



Communication: Rate how often Department staff were able to explain and answer questions to your satisfaction.

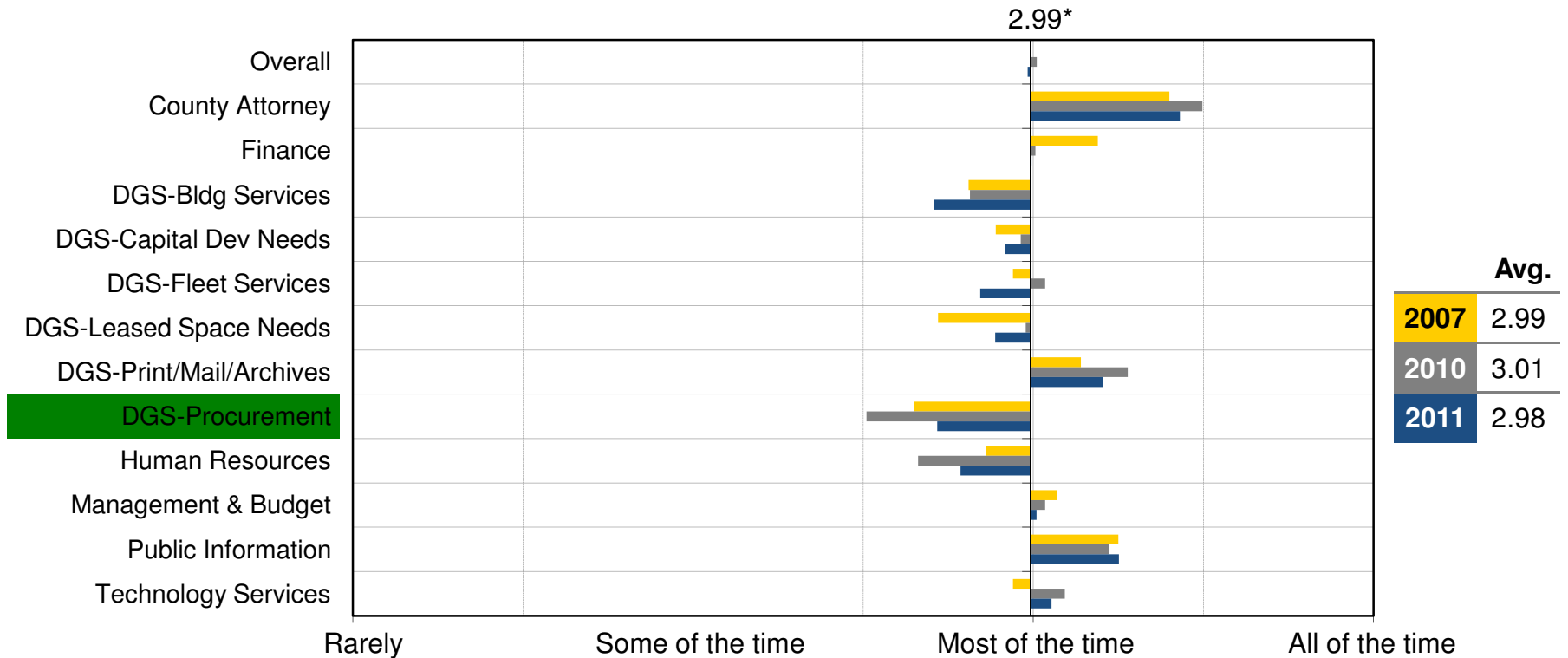


Department showed statistically significant increase from 2010

Department showed statistically significant decline from 2010

\*2007 baseline overall average

## Quantitative Data Analysis: Personnel Ratings – Professional Knowledge



Professional Knowledge: Rate how often you were satisfied with the professional knowledge exhibited by the Department staff.

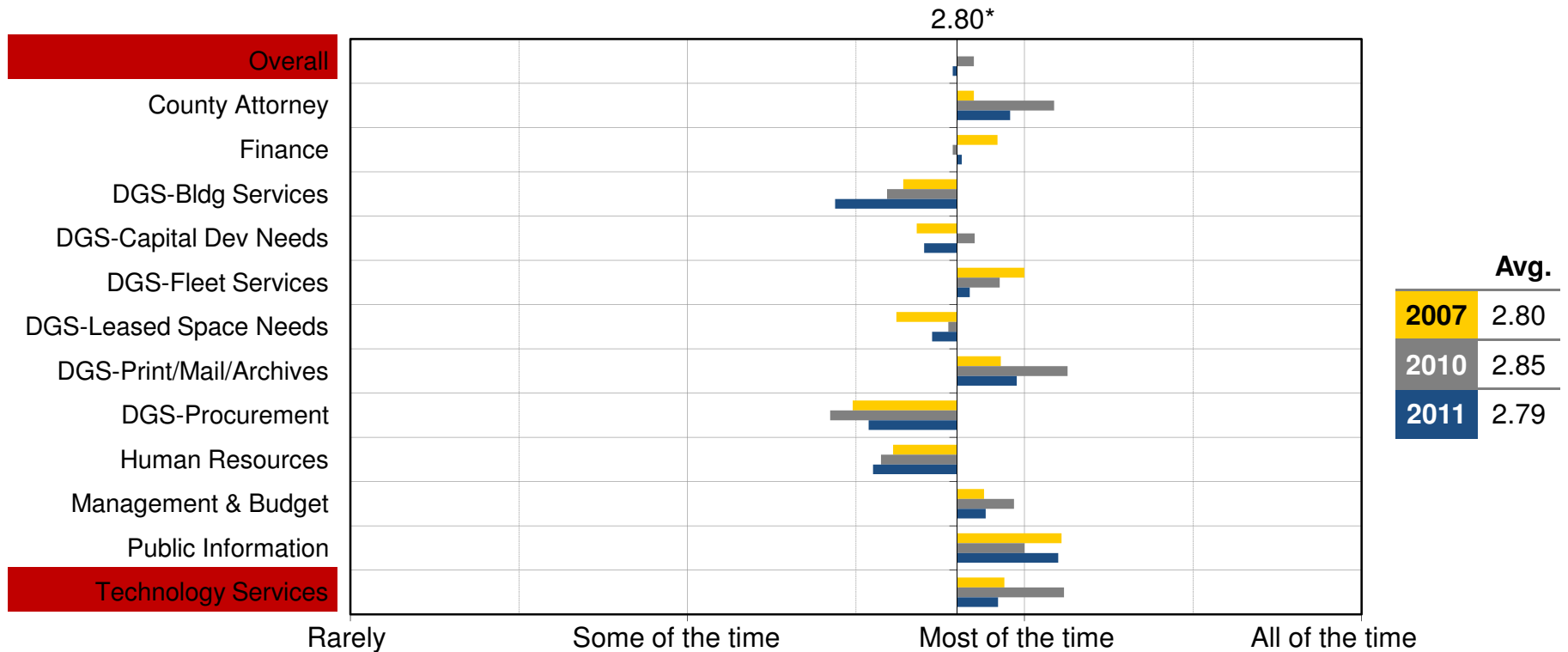


Department showed statistically significant increase from 2010

Department showed statistically significant decline from 2010

\*2007 baseline overall average

# Quantitative Data Analysis: Personnel Ratings – Availability



Availability: Rate how often your first attempt to reach Department staff was successful.

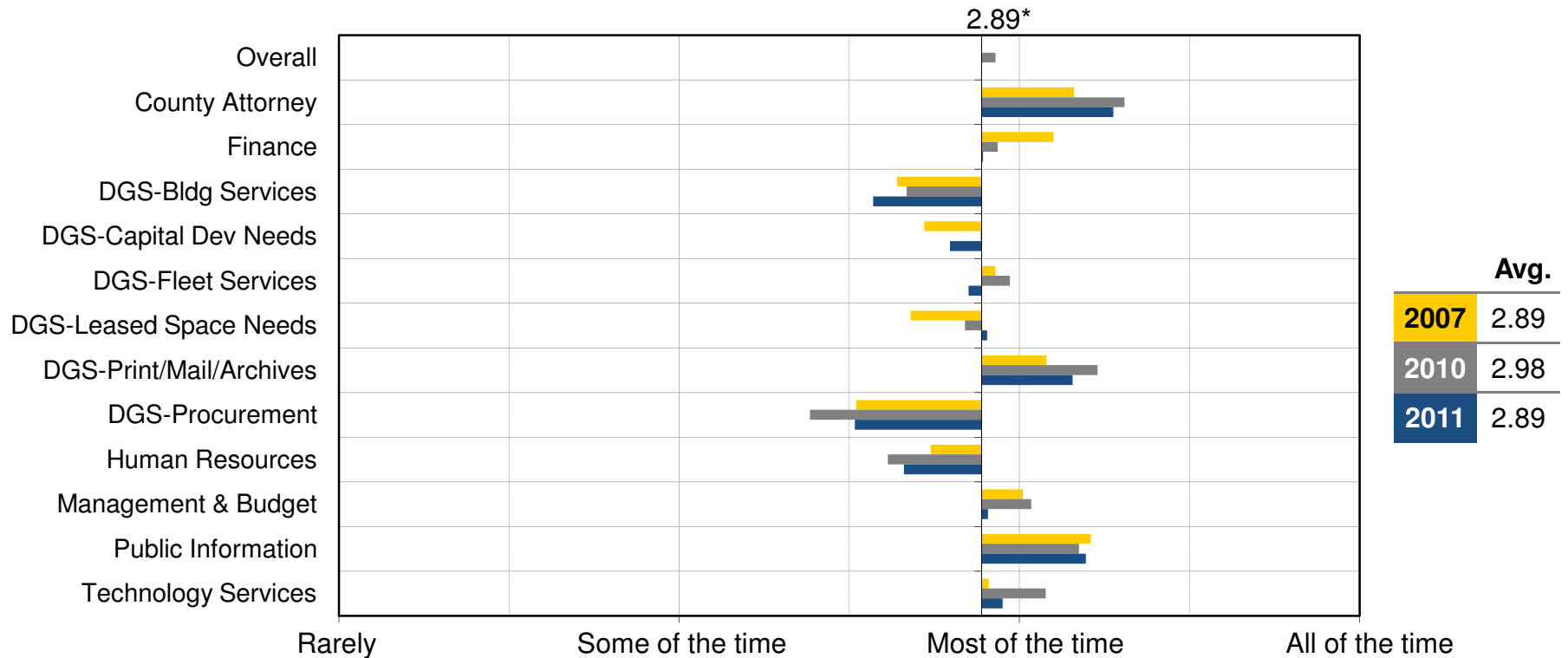


Department showed statistically significant increase from 2010

Department showed statistically significant decline from 2010

\*2007 baseline overall average

## Quantitative Data Analysis: Personnel Ratings – Responsiveness



**Responsiveness: Rate how often you were satisfied with the responsiveness of the Department staff.**



Department showed statistically significant increase from 2010

Department showed statistically significant decline from 2010

\*2007 baseline overall average

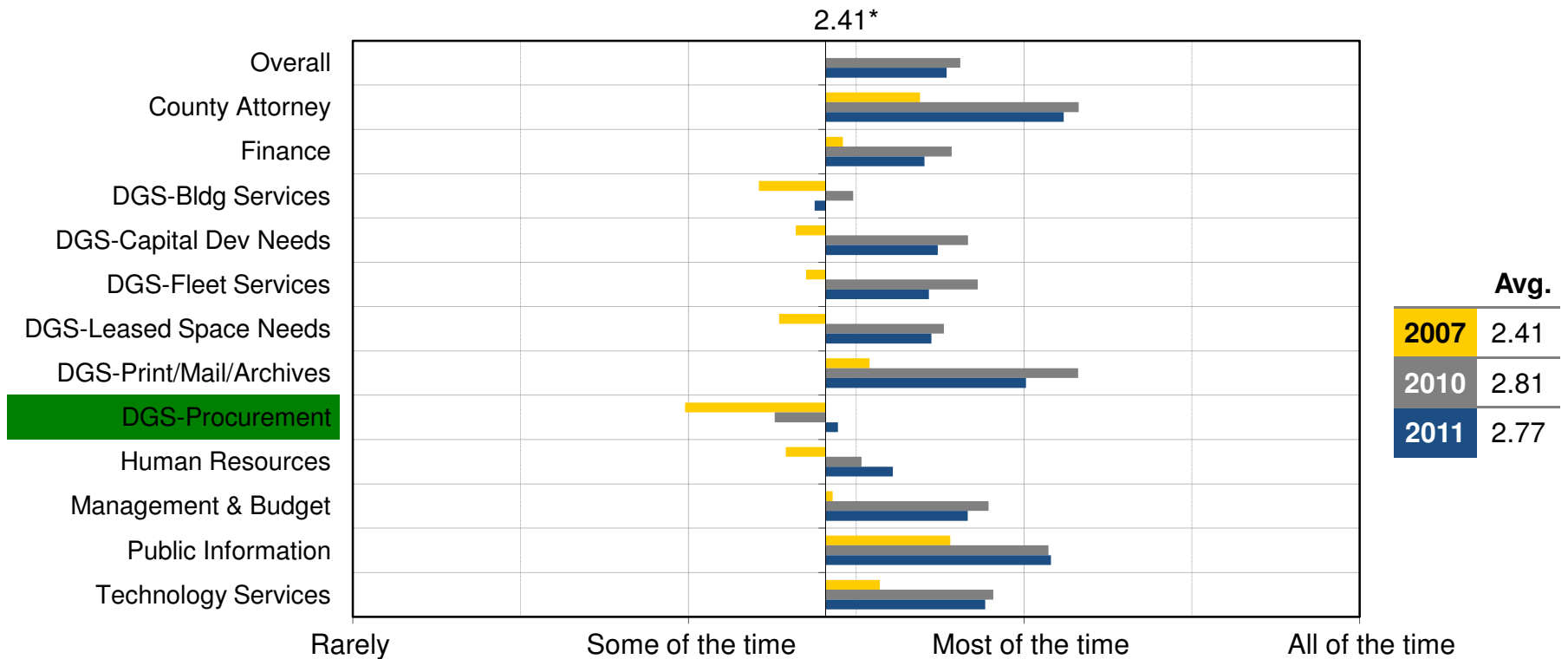
2011 Internal Customer Satisfaction Survey

14

01/06/2012

CountyStat

## Quantitative Data Analysis: Personnel Ratings – Initiative\*\*



Initiative: Rate how often you were satisfied with the amount of initiative taken by Department staff in addressing your needs and requirements.

\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.



Department showed statistically significant increase from 2010

Department showed statistically significant decline from 2010

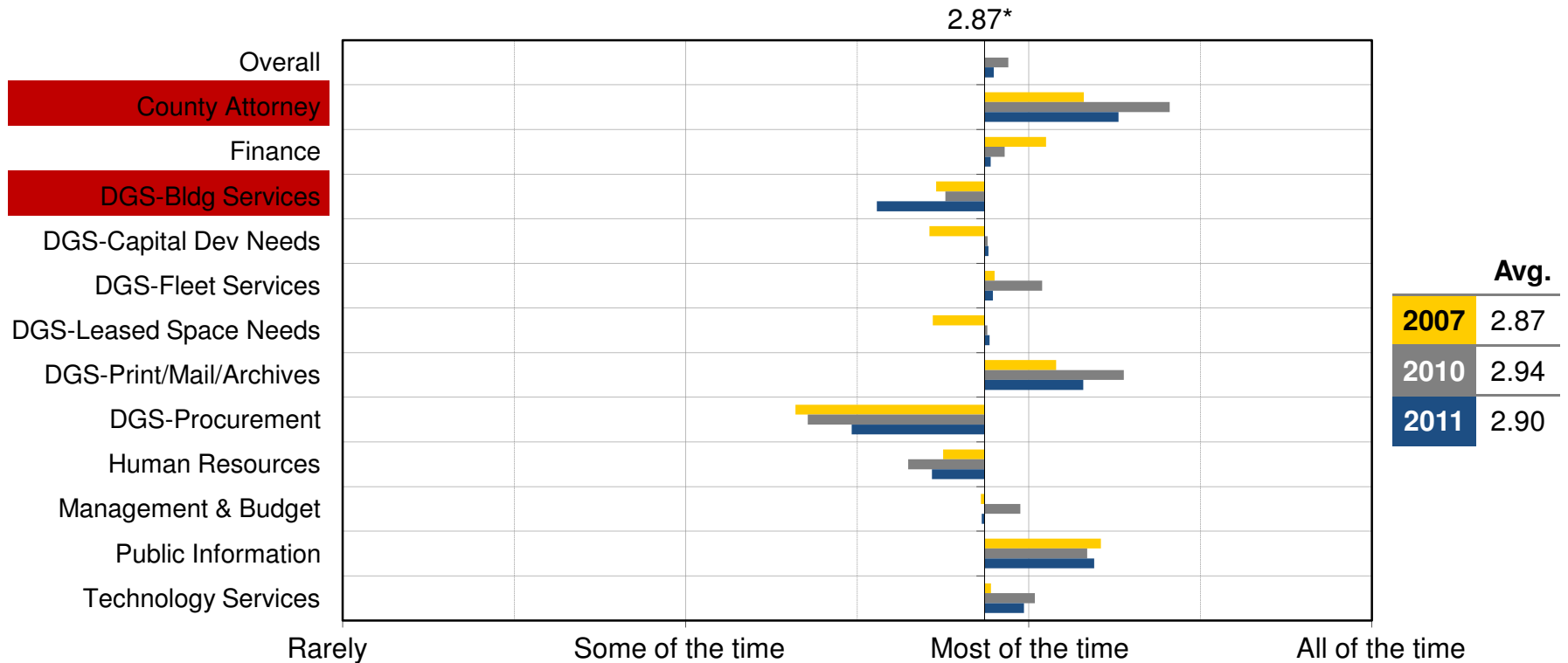
2011 Internal Customer  
Satisfaction Survey

15

01/06/2012



# Quantitative Data Analysis: Process Ratings – Process



Process: Rate your overall satisfaction with the process(es) the Department uses to address your needs or requirements.



Department showed statistically significant increase from 2010

Department showed statistically significant decline from 2010

\*2007 baseline overall average

2011 Internal Customer Satisfaction Survey

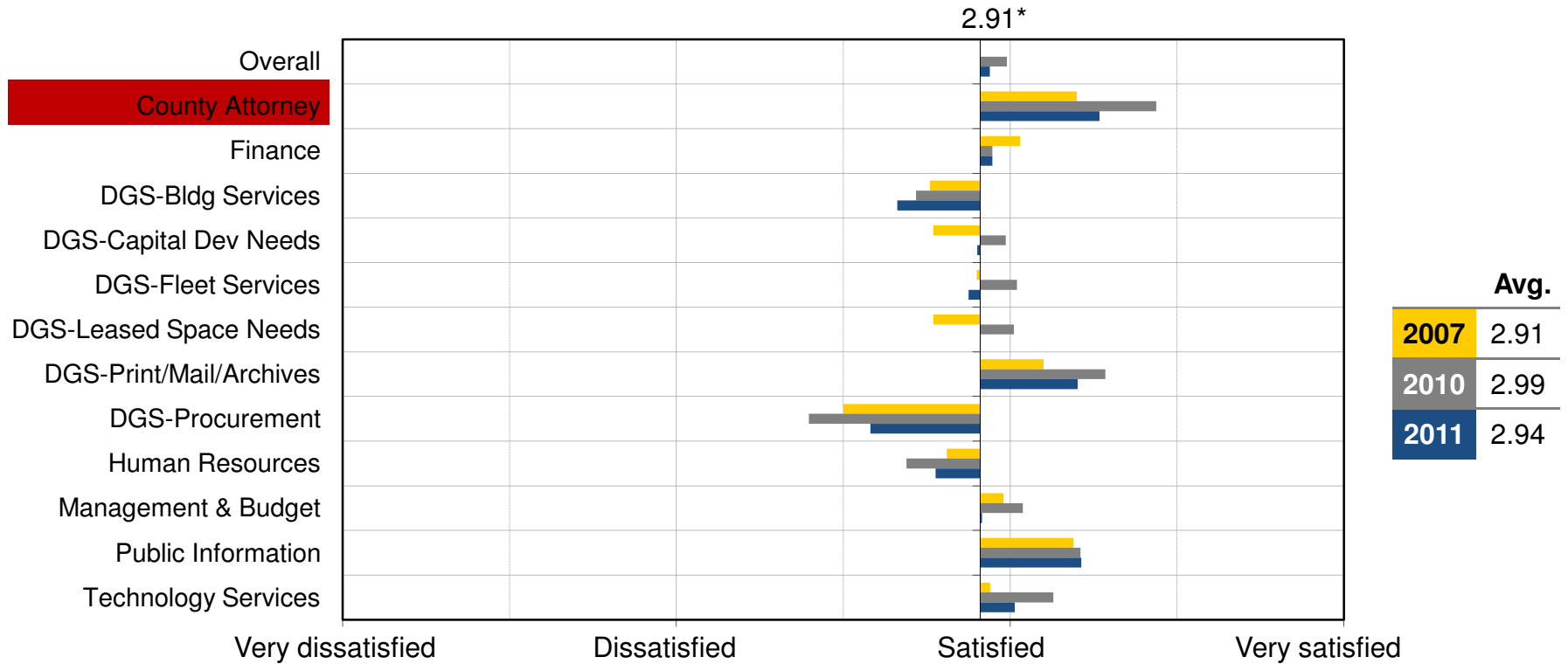
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# Quantitative Data Analysis: Process Ratings – Guidance and Assistance



Guidance and Assistance: Rate your satisfaction with the guidance and assistance provided for the process(es).

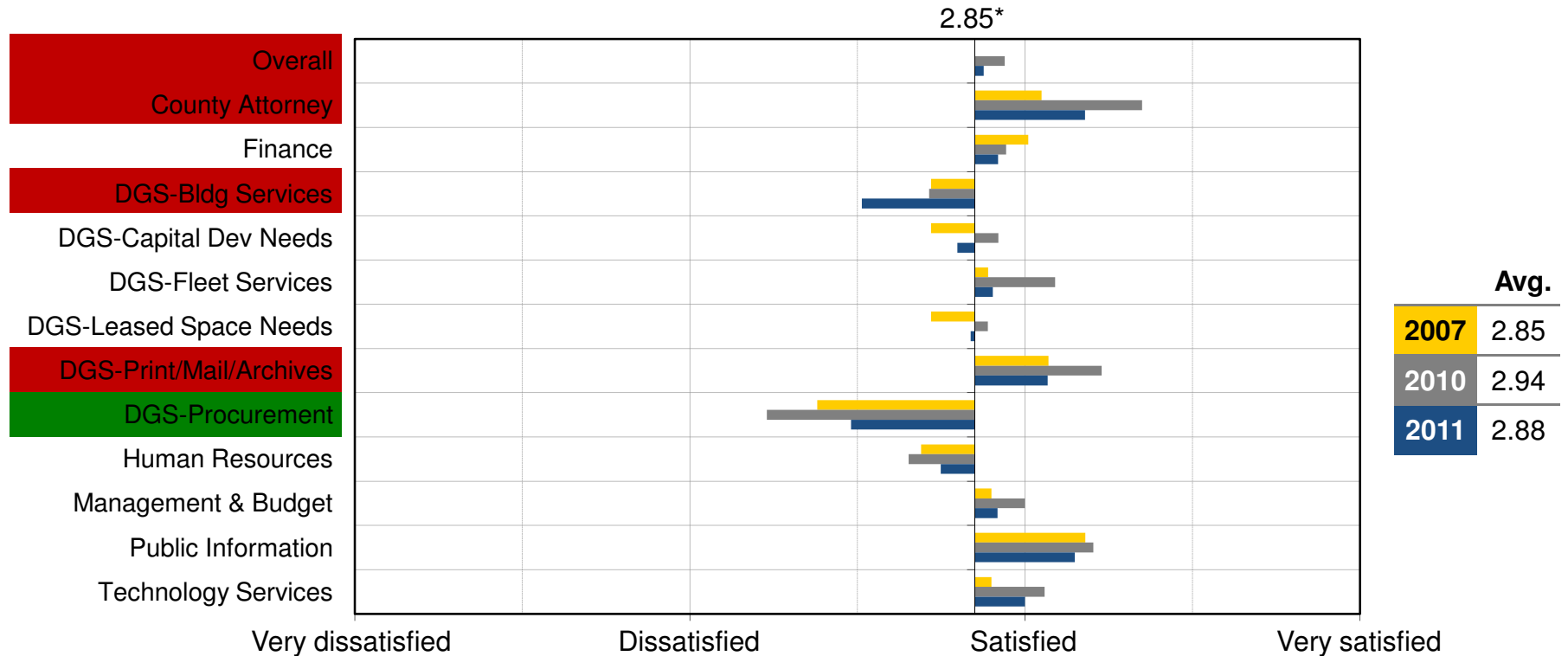


Department showed statistically significant increase from 2010

Department showed statistically significant decline from 2010

\*2007 baseline overall average

# Quantitative Data Analysis: Process Ratings – Timeliness



Timeliness: Rate your satisfaction with the timeliness of the process(es) to satisfy your needs and requirements.

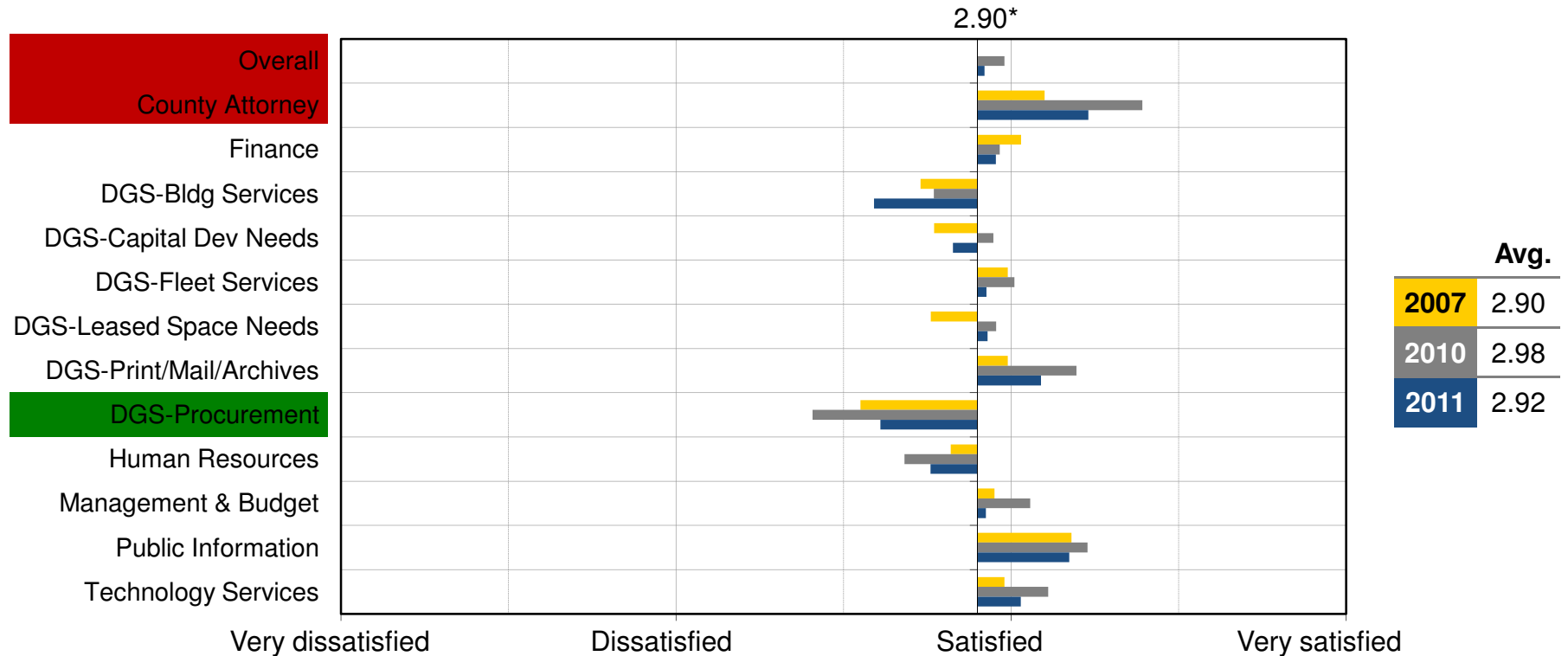


Department showed statistically significant increase from 2010

Department showed statistically significant decline from 2010

\*2007 baseline overall average

# Quantitative Data Analysis: Process Ratings – Information



Information: Rate your satisfaction with the amount of information provided to you about the status of your request.

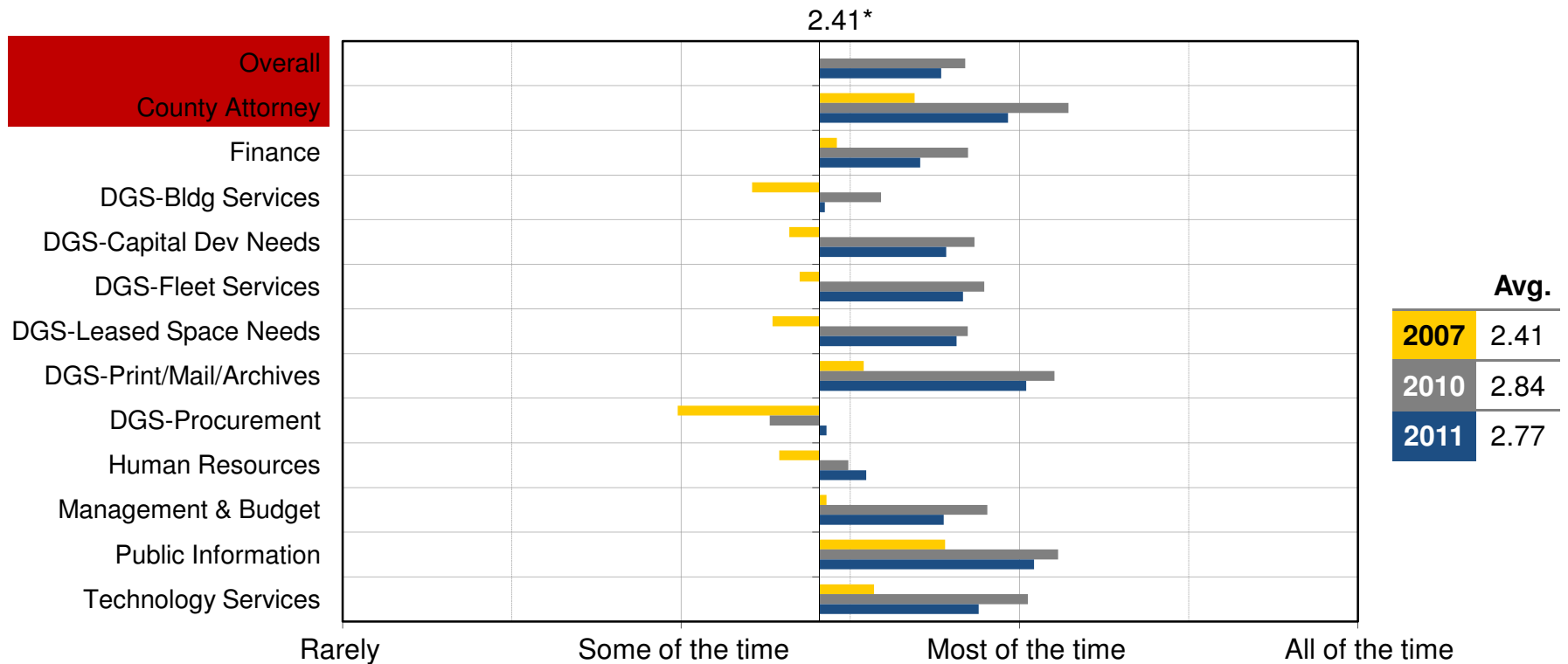


Department showed statistically significant increase from 2010

Department showed statistically significant decline from 2010

\*2007 baseline overall average

## Quantitative Data Analysis: Process Ratings – Innovation\*\*



Innovation: Rate your satisfaction with the Department's ability to innovate in order to satisfy your needs.

\*2007 baseline overall average

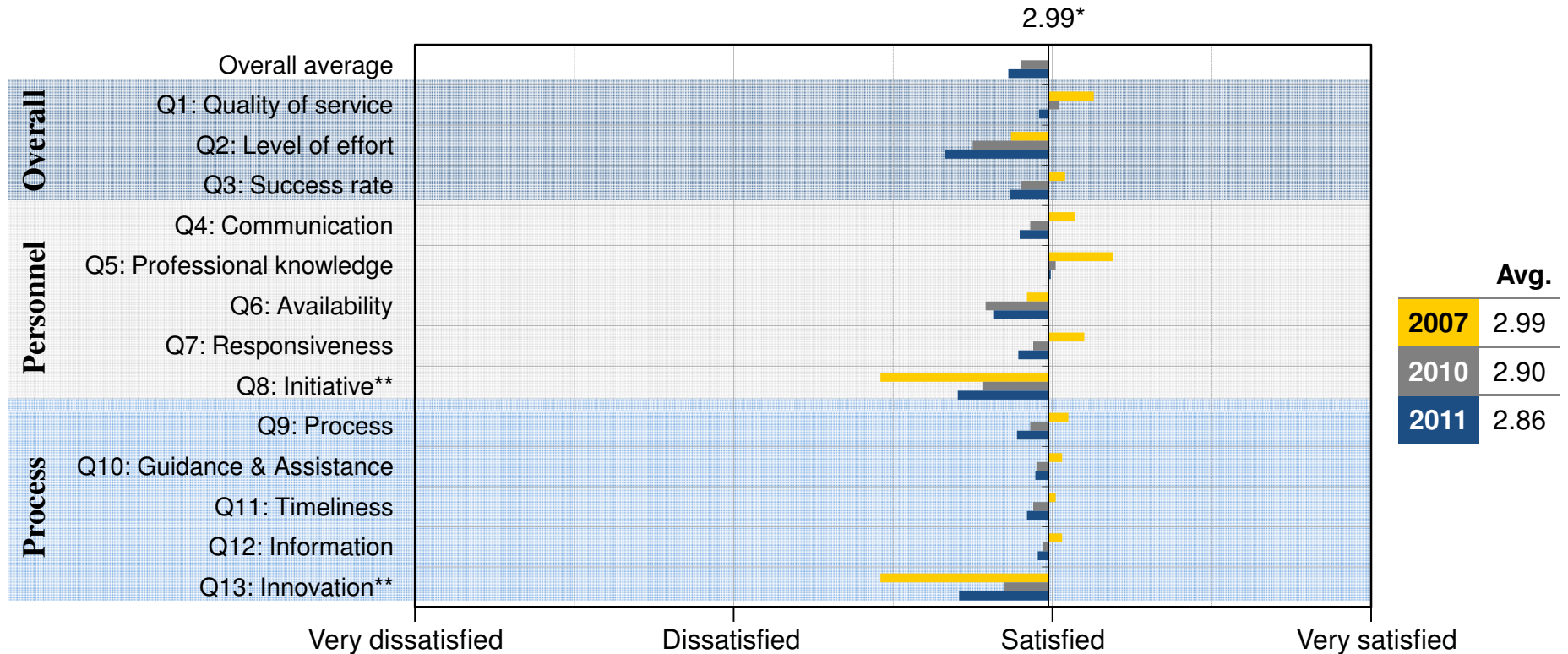
\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.



Department showed statistically significant increase from 2010

Department showed statistically significant decline from 2010

# Quantitative Data Analysis: Department Ratings: Finance



From 2007-2011, overall and personnel ratings dropped significantly and seem to be on a downward trend. Qualitative responses point to ERP as being root cause of the decline.



\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

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## **Qualitative Analysis: Department Comments: Finance**

- **33 individual comments; 8 positive, 24 negative, 1 neutral**
- **More than half of the comments focused on ERP**
- **Negative comments focused on the department's**
  - lack of understanding and resistance to embrace the new ERP systems;
  - lack of knowledge and experience among staff and the Oracle lab; and
  - lack of proactive leadership with respect to guidance and resolution of issues.
- **Survey questions on quality of service, timeliness, and information were rated satisfied/very satisfied by 80% of respondents which counters the number of negative responses**



## Discussion: Finance

- **What changes did you implement to positively impact your County employee customer service?**
  - Instituted bi-weekly Technology Modernization coordination and CAFR Development meetings to prioritize post implementation issues and assign/allocate resources to ensure accurate and timely resolution of CAFR and business process issues.
  - Developed priority based issue resolution process to address post implementation problems with ERP
  - Worked with Change Management to identify and resolve gaps in financial related communication with customers
  - Enhanced resources dedicated to post implementation ERP issues to address customer concerns
  - Made W2's available online
  - Upgraded on line pay advices using integrated module embedded in Oracle



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## Discussion: Finance

- **Where did you have the most success?**
  - Exploiting embedded Oracle capacities (pay advice & W2s)
  - Including department staff in Bi-weekly coordination meetings
  - Prioritized issue inventory and resolution process
  
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - Weekly internal coordination meetings
  - Periodic meetings with external stakeholders on pending issues





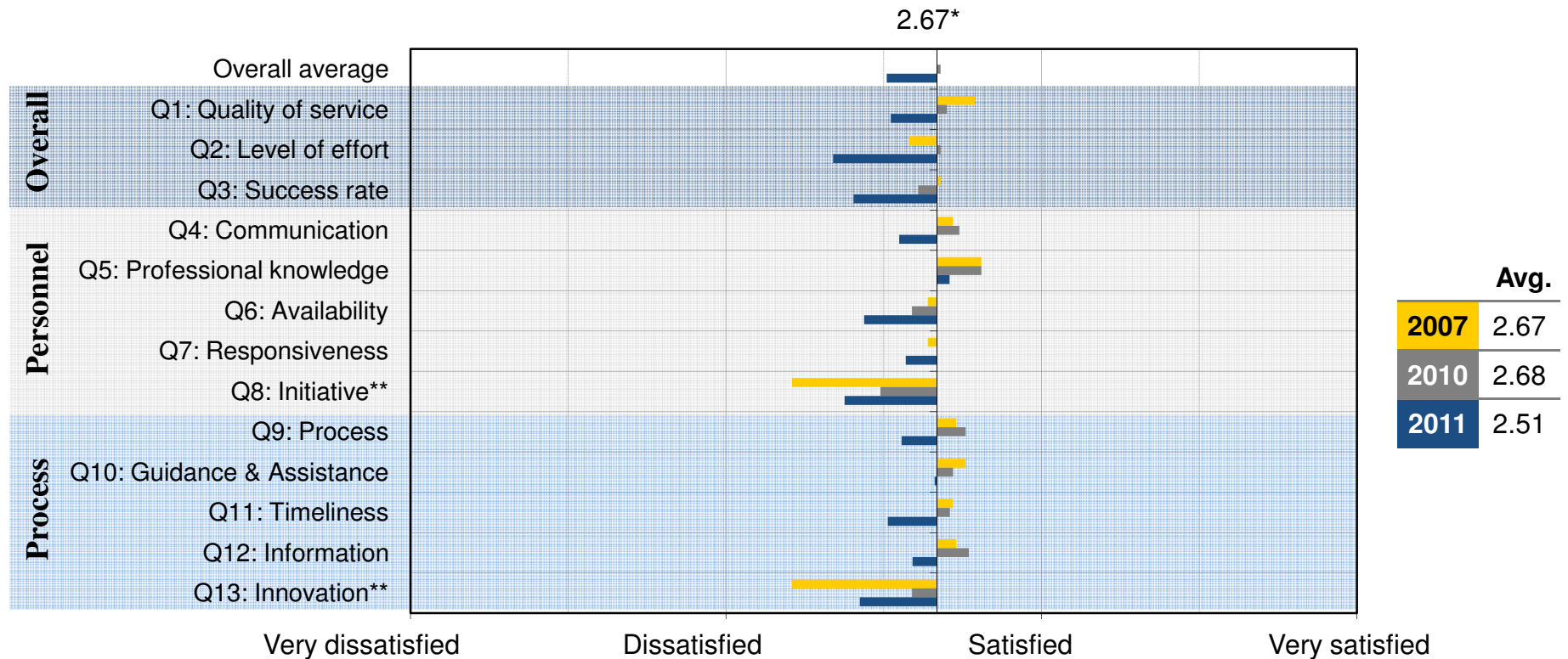
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## Discussion: Finance

- **Where will you focus your attention over the next year?**
  - Integrating departmental feedback and involvement into ERP changes and business process improvements
  - Implementing improvements to ERP esp. in areas of Projects and Grants and Labor Distribution modules and encumbrance liquidation
  - Reviewing business process for encumbrance related activity
  - Reviewing business process for accounts receivable, cash management, and bank reconciliation
  - Introducing “Mystery Shoppers” to identify and address customer service issues
  - Automating Bi-Weekly Take Home Vehicle Logs for Tax Reporting and Reimbursement
  - Developing accessible financial and payroll reports for departmental users



# Quantitative Data Analysis: Department Ratings: DGS - Building Services



Building services has seen the steepest decline compared to other internal facing departments. Declines have been across most areas.



\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

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## **Qualitative Analysis:**

### **Department Comments: DGS - Building Services**

- 59 individual comments; 12 positive, 42 negative, 5 neutral
- This was the highest number of comments received since the 2007 survey
- 11 comments acknowledged staff for their hard work and for doing the best with what they have, and 10 comments noted budget cuts as a cause of declining quality and poor responsiveness
- In 2011 there was a notable shift in comments, focusing more on building conditions versus problems with maintenance repairs



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## Discussion: DGS - Building Services

- What changes did you implement to positively impact your County employee customer service?
  - Assigned Property Managers to specific agency/customer instead of an area based layout. Therefore customers have one Property Manager to communicate with.
- Where did you have the most success?
  - Libraries, Corrections, Recreation and Fire-Rescue Dept.
- Which of these best practices do you think could be adopted by other Departments to improve their performance?
  - Grouping customers in some similar fashion so that communications can be improved.

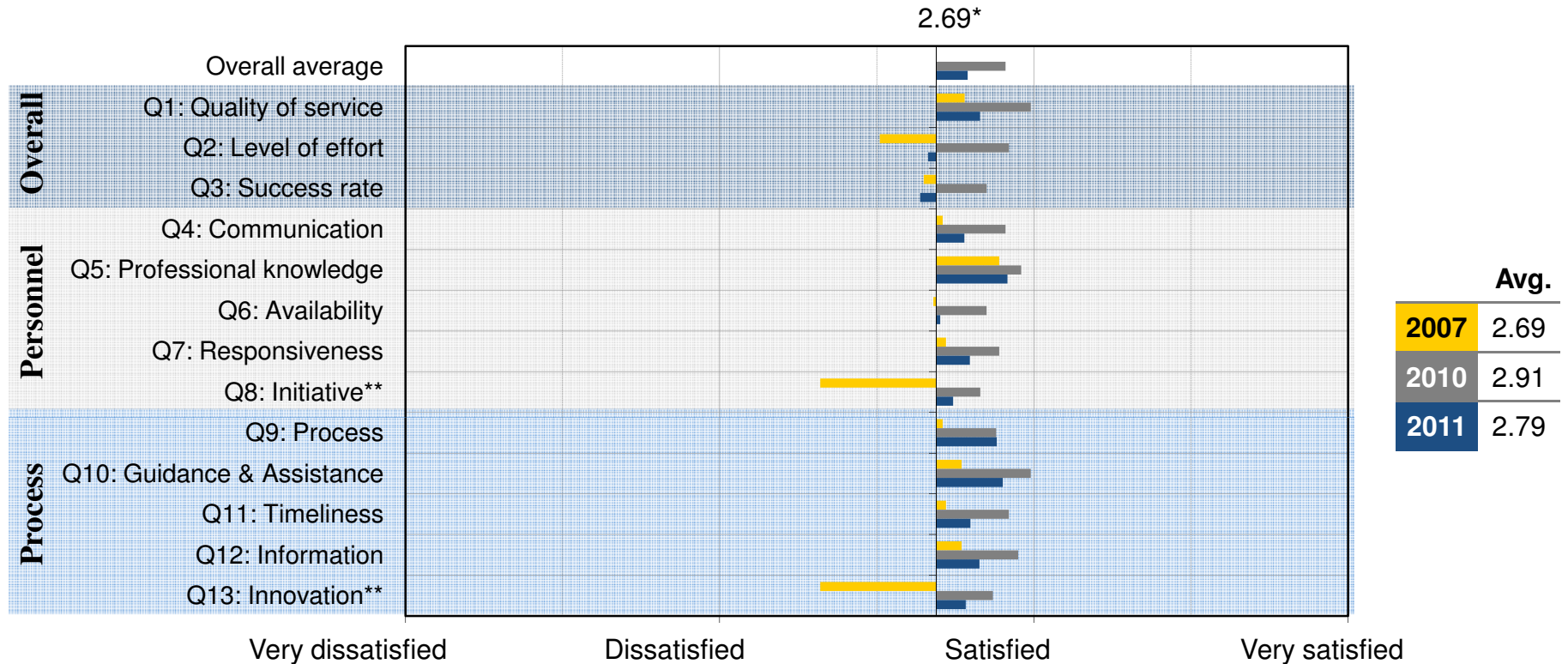


## Discussion: DGS - Building Services

- Where will you focus your attention over the next year?
  - Continue with expansion of customer/agency based relationships instead of area/zone based.
  - With our implementation of Oracle work order system we have an opportunity to allow some key customers to enter work requests directly into Oracle. This will also allow them access to see status of work requests.
  - To enhance the above, will investigate the cost and implementation of hand held devices to allow real time distribution and updating of work orders.
  - Improve communications: Create a door hanger notice to inform customers, who requested work and are not available when technician arrive, the status of repair/request. Also provide a simple on line survey to measure their satisfaction.
  - Fill the new Plumber III position. The Plumber III will be able to prioritize work as well as communicate with customers and/or Property Managers



# Quantitative Data Analysis: Department Ratings: DGS – Capital Development Needs



In general, capital development needs have remained fairly constant over the survey time period. There are no issues that stand out.



\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

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## **Qualitative Analysis:**

### **Department Comments: DGS – Capital Development Needs**

- 13 individual comments; 4 positive, 7 negative, 2 neutral
- Comments were generally positive, acknowledging the department for having valuable technical expertise
- A few comments noted SGI's need for improved communication and responsiveness to customer needs



## Discussion: DGS - Building Design Construction

- **What changes did you implement to positively impact your County employee customer service?**
  - DBDC initiated a Request for Expressions of Interest (REOI) process to shorten procurement durations.
  - DBDC initiated regular meetings with DPS to facilitate issuance of project permits.
  - Check with managers on a periodic basis for feed back on their satisfaction.
  - Have a regular meeting with staff regarding customer service issues.
- **Where did you have the most success?**
  - Both of these initiatives proved to be successful.
  - Creation of an information bulletin regarding construction events and schedule for the PSHQ building renovation.
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - These techniques can be used by any Department that is attempting to shorten the project delivery period.
  - Periodic meetings with managers of client departments to find out about their feedback on our customer service efforts.
- **Where will you focus your attention over the next year?**
  - DBDC will focus on improvement in the Program of Requirements (POR) development process in conjunction with OMB.
  - Quarterly meeting with customers and feedback to them regarding how we want to improve our customer services based on their comments in the meetings.





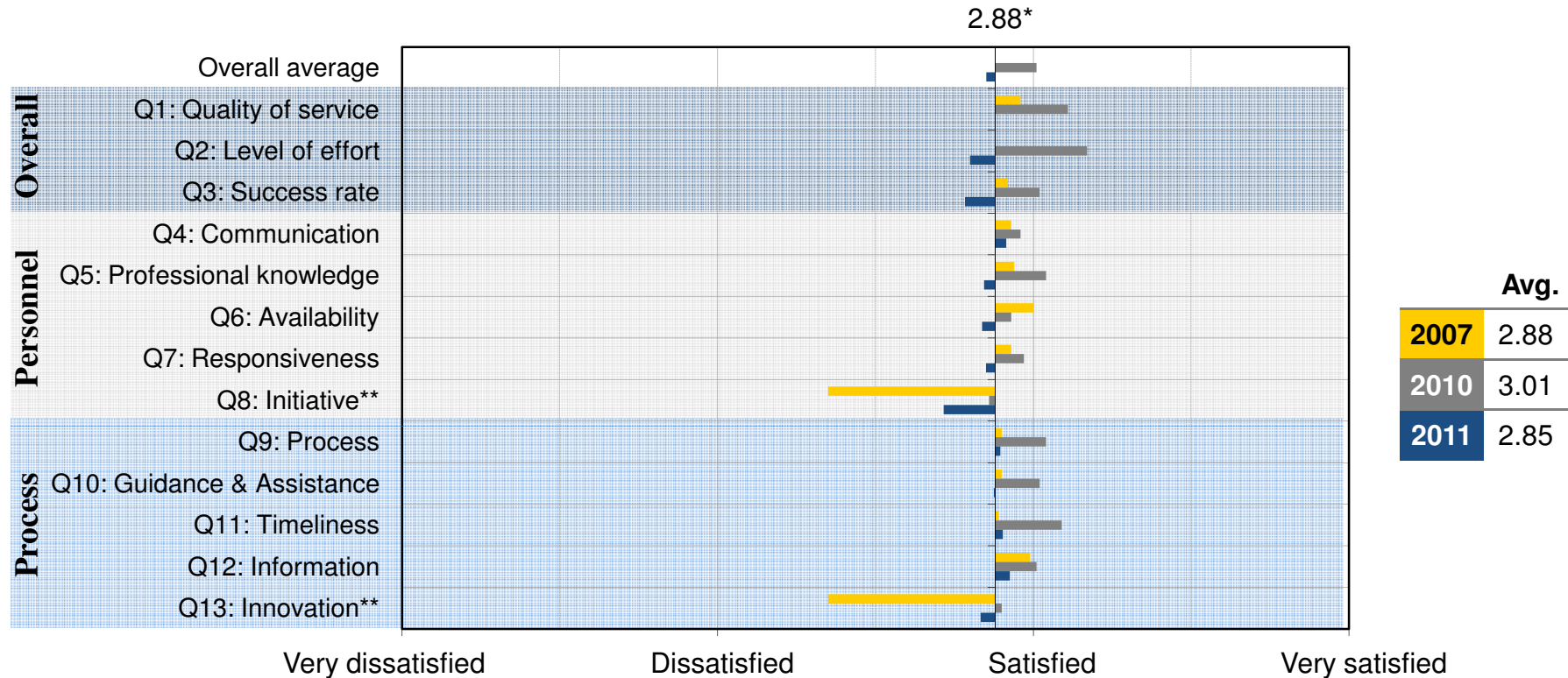
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## Discussion: DGS - Building Design Construction

- **Where will you focus your attention over the next year?**
  - DBDC will focus on improvement in the Program of Requirements (POR) development process in conjunction with OMB.
  - Quarterly meeting with customers and feedback to them regarding how we want to improve our customer services based on their comments in the meetings.



# Quantitative Data Analysis: Department Ratings: DGS – Fleet Services



Fleet services saw a significant decline in overall ratings. Compared to the previous year, level of effort and professional knowledge seem to be especially problematic.



\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

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## **Qualitative Analysis:**

### **Department Comments: DGS – Fleet Services**

- 14 individual comments; 5 positive, 6 negative, 3 neutral
- Positive comments noted that the department provides excellent customer service, meets customer needs, and is dedicated
- Negative comments focused on lack of notification about scheduling of maintenance and timing of charge backs. This was also a recurring comment in previous years.



## Discussion: DGS - Fleet Services

- **What changes did you implement to positively impact your County employee customer service?**
  - DFMS assessed vehicles needing replacement due to age, mileage and maintenance costs or due to an accident. Because of the lack of budget allocation for replacements, DFMS reallocated vehicles turned in as a result of budget reductions or underutilization to provide replacements. This also supported the objective of an overall reduction in fleet size.
  - DFMS implemented enhanced inventory controls including daily spot counts and cyclical inventory counts. By stocking the most needed parts in appropriate quantities, delays in service due to a lack of parts were reduced. This also reduced the overall amount of inventory on hand.
  - DFMS partnered with several vendors to accomplish warranty repairs done at the vendor location to in-house repairs. This reduced the repair time and saved transportation time.
  - DFMS installed improved lift equipment in the transit repair shops which promoted better steam cleaning, improved defect identification and improved vehicle inspections.
  - DFMS purchased a new vehicle emissions station (VEIP) that replaced an antiquated process. The new machine has streamlined the process through a direct digital connection with the Motor Vehicle Administration (MVA).



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## Discussion: DGS - Fleet Services

- **Where did you have the most success?**
  - DFMS saw much needed improvements in the parts section which translated to improved service to the shops supporting the needs of the using Departments.
  - DFMS maintained operational capability despite the loss of key staff members and the inability to hire candidates to fill open positions in a timely manner.
  - DFMS worked towards the overall reduction in the size of the fleet. The Comprehensive Annual Financial Report (CAFR) showed a reduction 145 vehicles from the end of FY10 to the end of FY11.
  - DFMS, in conjunction with the Department of Transportation, Division of Transit Services, worked towards environmental sustainability and the commitment to reduce emissions and fossil fuel use. Twelve conventionally fueled transit buses were replaced by new hybrid transit buses.
  - DFMS currently provides compressed natural gas (CNG) fueling support to 125 refuse trucks and 92 transit buses daily.
  - DFMS staff was trained and certified on under ground and above ground fuel tank inspecting and testing and performed monthly fuel site inspections on eleven locations countywide.



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## Discussion: DGS - Fleet Services

- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - Reallocate existing resources rather than purchase new resources in times of significant budget constraints.
  - Reduce materials on hand and implement just in time acquisition to save money and storage space.
  - Provide staff training to support changes in technology and more stringent environmental standards.
  - Focus on objectives that benefit the County as a whole versus being Department or Division centric, such as reducing the overall size of the fleet.



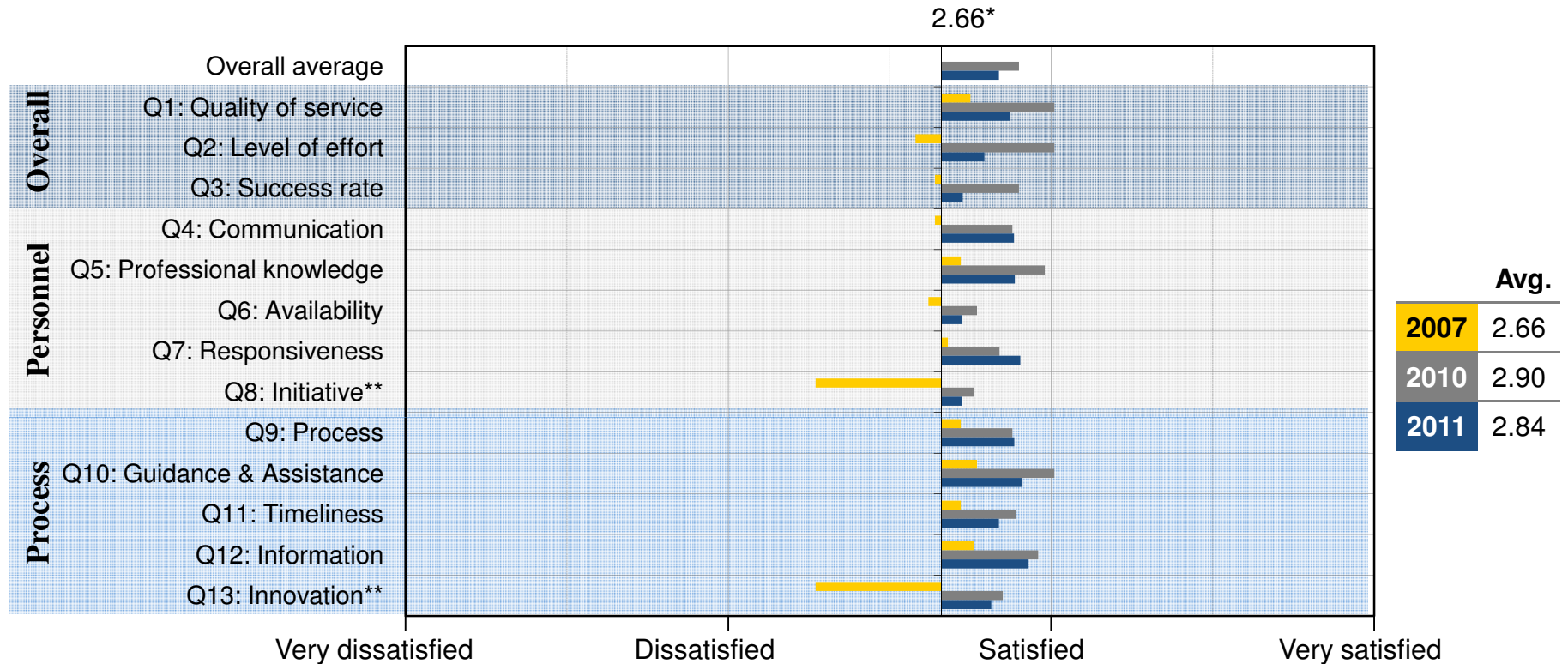
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## Discussion: DGS - Fleet Services

- **Where will you focus your attention over the next year?**
  - DFMS will investigate potential cost saving areas such as consignment of parts versus purchase and lease or rental of equipment versus purchase.
  - DFMS will continue to focus on the overall reduction of the size of the fleet.
  - DFMS will strive to obtain the best qualified candidates to staff vacant positions, in particular current vacancies in the Fleet maintenance facilities.
  - DFMS will continue to conduct fuel site inspections and comply with Maryland Department of Environment regulations.



# Quantitative Data Analysis: Department Ratings: DGS – Leased Space Needs



Responses have shown overall improving trends since 2007 and are consistent with last year's responses.



\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.



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## **Qualitative Analysis:**

### **Department Comments: DGS – Leased Space Needs**

- 10 individual comments; 3 positive, 6 negative, 1 neutral
- Given the small number of comments, there was no real pattern or concentration of issues, but respondents seemed unclear of the department's role/function



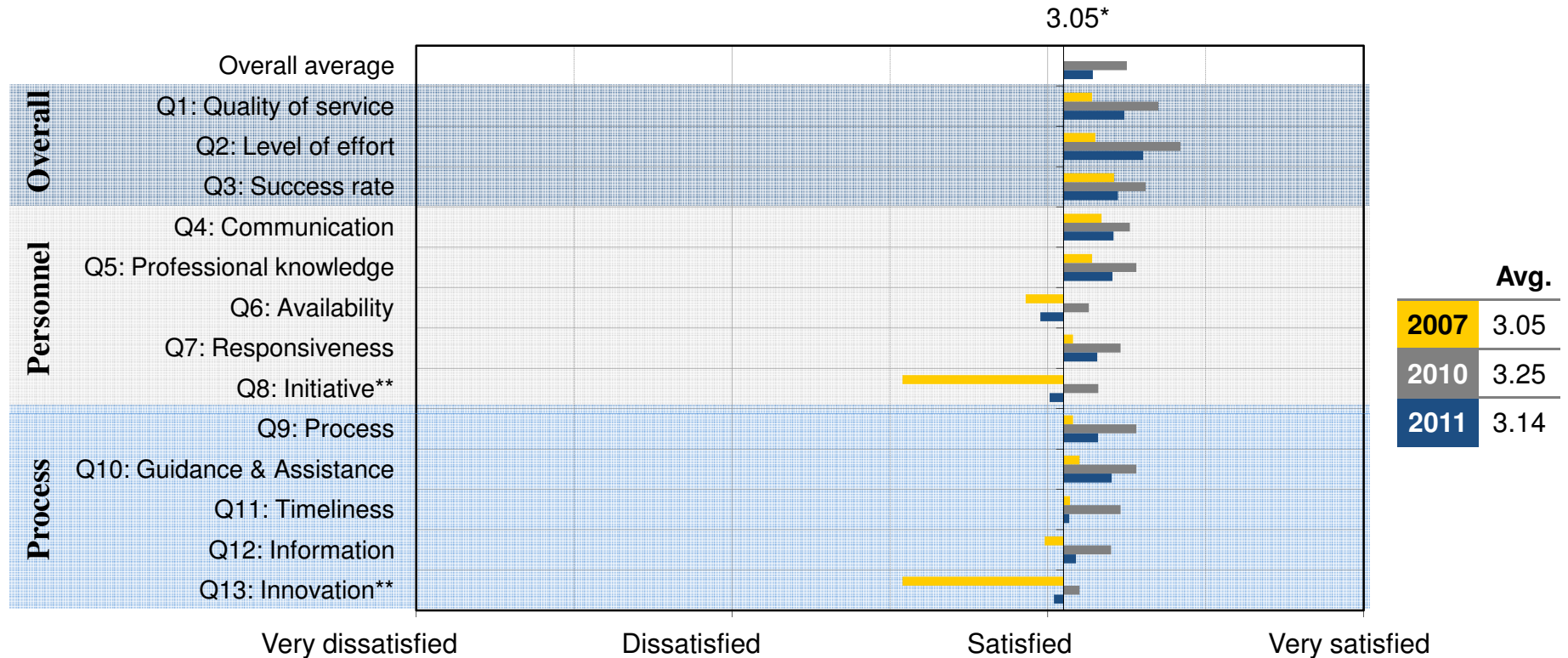
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## Discussion: DGS – Leased Space Needs

- **What changes did you implement to positively impact your County employee customer service?**
  - Established an internal procedure to keep copies of leases on website updated. Advertised to County employees that leases are available online.
  - Suspended disposition services requested by the public so we could concentrate resources on internal customer needs.
- **Where did you have the most success?**
  - Good response from people regarding online access to leases.
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - Posting more information online.
- **Where will you focus your attention over the next year?**
  - Hiring and training new staff to become a productive team member.



# Quantitative Data Analysis: Department Ratings: DGS – Print / Mail / Archives



Print/mail/archives is the highest-rated of the DGS function areas. This is particularly noteworthy because this group touches many county employees.



\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

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## **Qualitative Analysis:**

### **Department Comments: DGS – Print / Mail / Archives**

- 20 individual comments; 11 positive, 5 negative, 4 neutral
- Historically, negative comments focused on the department's poor response time or level of responsiveness. This trend continued this year, and is in line with the department's timeliness rating which declined slightly from 2010 to 2011.
- Comments also focused on inability to get accurate/reliable information from the department. Despite this, communication and professional knowledge ratings are both above 3.0.



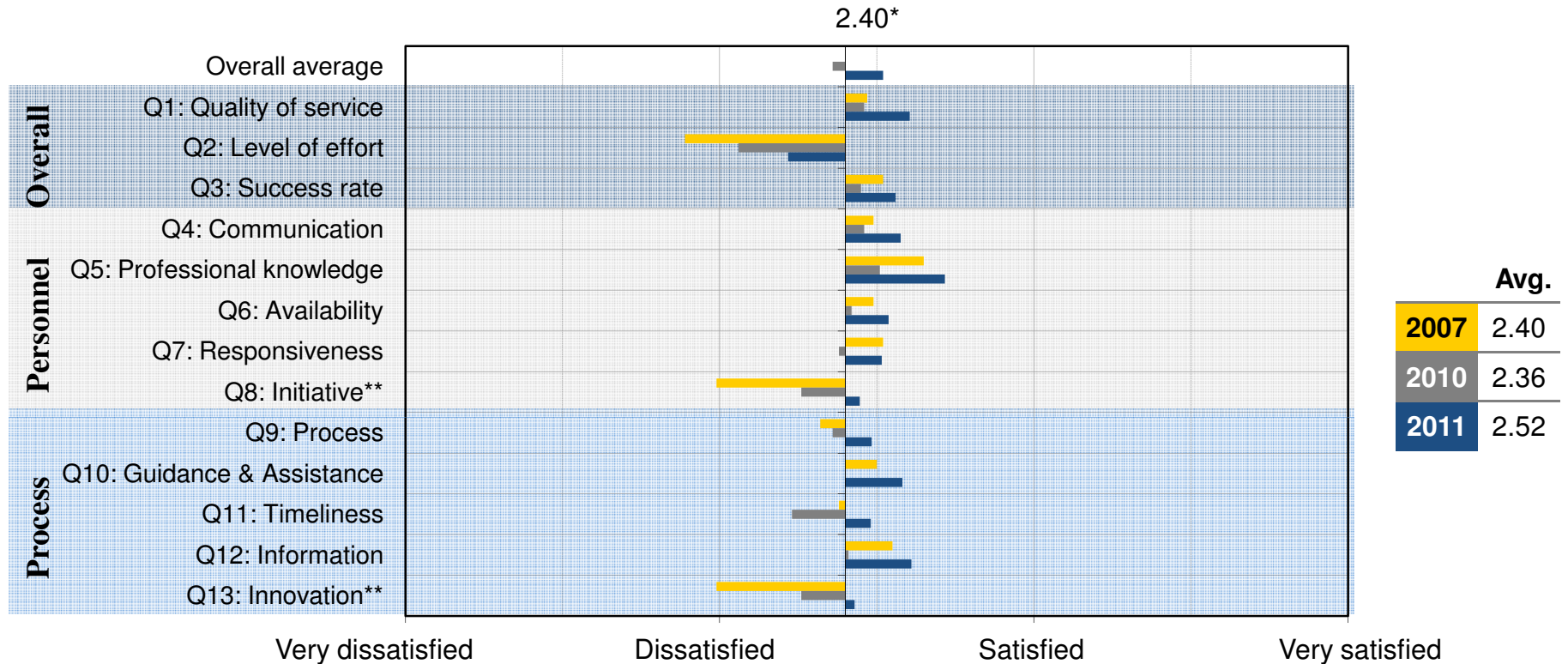
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## Discussion: DGS – Print, Mail, and Archives

- **What changes did you implement to positively impact your County employee customer service?**
  - Require customers to provide proofs/samples (color match and type of fonts) to reduce errors in production.
  - Online paper requisitions for prompt service.
- **Where did you have the most success?**
  - Online paper requisitions
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - Online requisitions to improve efficiencies.
- **Where will you focus your attention over the next year?**
  - Central Duplicating will develop a customer survey form to be completed by customer.
  - Central Duplicating has always strived to stay on the cutting edge of technology and will host an open house to interact with customers and showcase our new capabilities and equipment (Scanning Equipment, X-Ray Equipment and Printing Equipment).



# Quantitative Data Analysis: Department Ratings: DGS – Procurement



Procurement saw a fairly significant bump up in ratings. While the overall rating, level of effort, and success rate all scored fairly low, they have improved over previous years. Qualitative results seem to bear this out.



\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

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## **Qualitative Analysis:**

### **Department Comments: DGS – Procurement**

- 48 individual comments; 30 negative, 12 positive, 6 neutral
- Consistent with previous years, 18% of comments centered around the department's processes being inefficient or slow, specifically describing them as outdated and cumbersome.
- Comments were about customer service were mixed. Some were clearly negative while others noted that service levels are inconsistent.
- In 2007 and 2008, staffing and workload was a major theme in the comments. This issue only appeared 1-2 times a year from 2009-2011.



## Discussion: DGS – OBRC

- **What changes did you implement to positively impact your County employee customer service?**
  - Implemented “auto-resolve” for LSBRP annual reporting system, reduced CA’s workload.
- **Where did you have the most success?**
  - Reduced responding time for LSBRP exemption request by making the process an on-line form.
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - Automation Systems
- **Where will you focus your attention over the next year?**
  - Improve OBRC automation system on the intranet to reduce paper work for the CAs
  - Work with Procurement , Review and remap OBRC processes
  - Improve communications with department CAs





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## Discussion: DGS – Procurement

- **What changes did you implement to positively impact your County employee customer service?**
  - Designed and Implemented Contract Administrator (CA) Forum to develop knowledgeable CA's better versed in stages of the procurement process, regulatory requirements, and CA roles/responsibilities. This includes peer- to- peer networking and topic specific training.
  - Held cross-agency training events for staff
    - Implemented technology solutions (internal web-based dashboard system) to track workload and cycle times to minimize workload imbalance and improve responsiveness
  - Collaborated with Office of Business Relations & Compliance (OBRC) to streamline and communicate compliance issues directly with departments

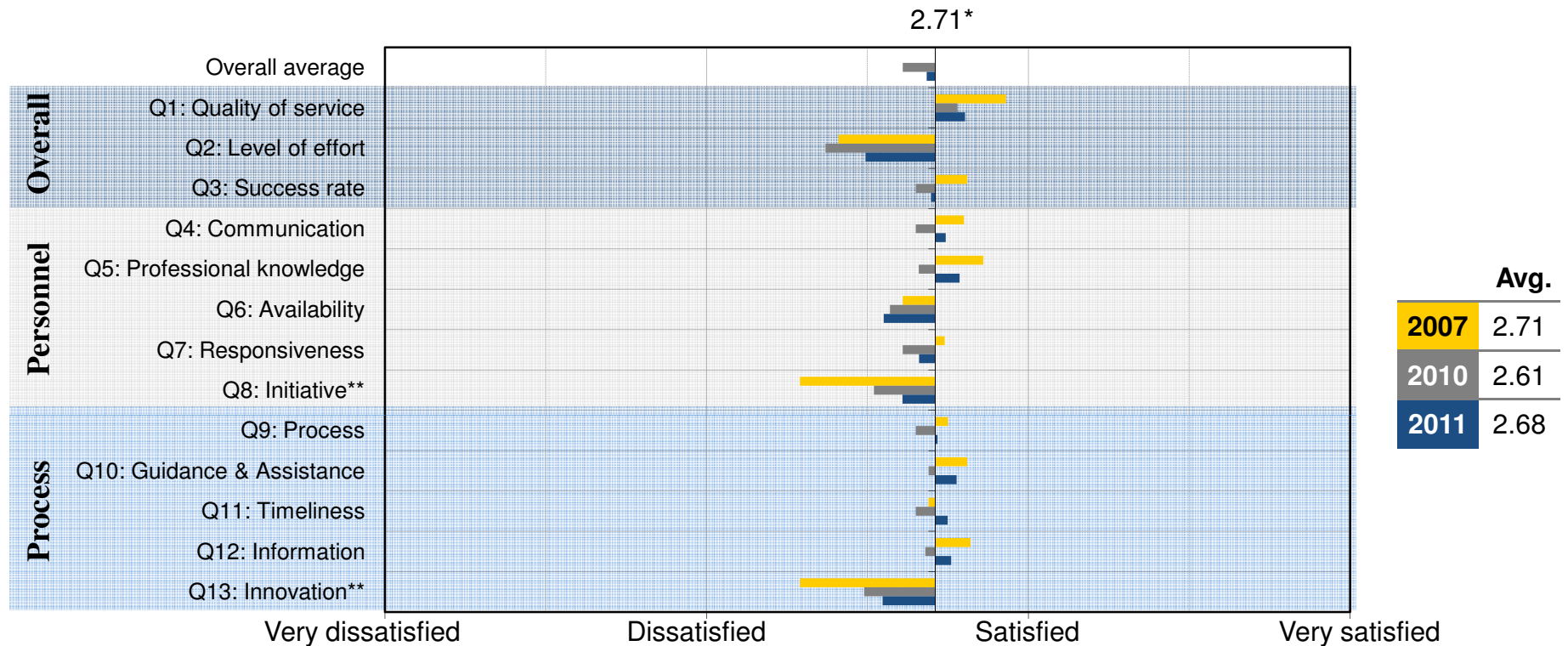


## Discussion: DGS – Procurement

- **Where did you have the most success?**
  - Contract Administrator Forums and implementing technology solutions.
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - Developing/implementing internal training; due to loss of historical knowledge, this is critical.
  - Developing/implementing technology solutions.
- **Where will you focus your attention over the next year?**
  - Finalizing updated interim Procurement Guide.
  - Continue gathering relevant topics and training development for CA Forums.
  - Work on more informal CA training access with Procurement staff (e.g., brown bag lunches)



# Quantitative Data Analysis: Department Ratings: Human Resources



Overall average is up slightly from 2010 but remains low. Level of effort, innovation, and availability are particularly problematic. Poor responsiveness and communication are leading themes of qualitative responses.



\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

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## **Qualitative Analysis:**

### **Department Comments: Office of Human Resources**

- 48 individual comments; 31 negative, 15 positive, 2 neutral
- 35% of comments were negative about the department's customer service; this was historically a recurring theme
- Comments about staff providing inaccurate/inconsistent information were down considerably from 2007, though the department's personnel ratings have not changed significantly from the 2007 baseline.
- 19% of comments expressed dissatisfaction with employees being directed to 311, specifically describing the process as insulting and offensive
- Comments which described OHR processes as being slow were down between 2009 and 2011 as compared to the number received from 2007 to 2008, but the department's process and timeliness ratings have remained relatively unchanged.



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## Discussion: Office of Human Resources

### What changes did you implement to positively impact your County employee customer service?

- Business Operations and Performance Management:
  - Each Specialist has an assigned day of the week to reply to MC311 service requests
  - The Specialist paraphrases the inquiry in MC311 so that the customer and the Specialist are communicating clearly what the customer is asking. Once the inquiry is clarified, then the Specialist answers the question
- Training and Organization Development:
  - Expanded partnerships and staff opportunities with Interagency Training Teams and local governments. Earned NACo awards for this effort
  - Revised Training Certificate program to incorporate Aspiring Supervisor and Management Development classes. This initiative has allowed non-supervisors who wish to move up to develop the skills and knowledge needed to effectively compete for future management positions



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## Discussion: Office of Human Resources

### What changes did you implement to positively impact your County employee customer service?

- Recruitment and staffing
  - Developed protocol for consistent application of granting credit for education based on work equivalency
- Developed checklist to use for on-boarding Employee Benefits:
  - Continued to develop communication program in an effort to provide customers with tools and information to allow them make decisions about their benefits. The Open Enrollment webpage was redesigned to facilitate easy access to information, and a new on-line modeling tool – Group Insurance Rates Estimator – was introduced to allow customers to compare health plan costs that resulted from recent County Council Budget action. Employees and Retirees were able to see the cost different between standard and high option plans as well as the cost difference between Point-of-Service plans and HMOs on a single display page.
  - Successfully deployed and communicated the Oracle Employee Self Service benefits modules to allow employees to make on-line benefit elections during the health plan open enrollment.
- Labor and Employee Relations:
  - Instituted monthly meetings with union leadership to speed up the grievance resolution process and to ensure a timely response
  - Revamped training on labor relations and union contracts to make it more relevant and practical.



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## Discussion: Office of Human Resources

**Which of these best practices do you think could be adopted by other Departments to improve their performance?**

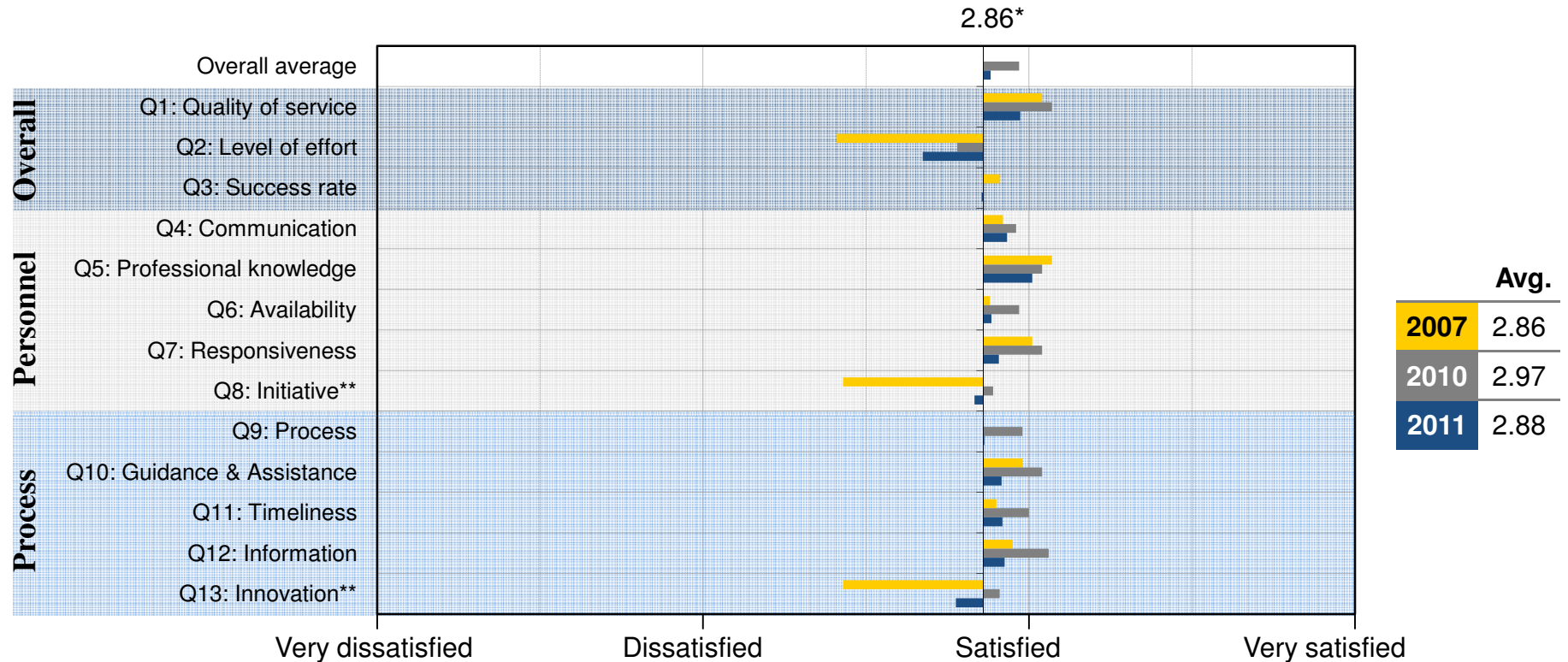
- Collaborate/partner with other departments, i.e., Classification partnered with OMB to implement position transaction, Rewarding Excellence/gainsharing partners with departments to implement cost saving services. Recruitment and staffing is working with hiring managers to get more focused criteria for minimum and preferred qualifications thereby reducing issues concerned with applicant qualifications and fit.

**Where will you focus your attention over the next year?**

- Having HR Liaison Quarterly meetings to discuss issues and concerns, Q & A, any new items being implemented, discuss ERP changes and items where there are recurrent mistakes.
- Updating HR resource library
- Establishing call center in cooperation with MC311 to focus on employee benefit questions
- Improved communications to all stakeholders
- Establishing a IT based grievance tracking system to reduce response times
- Study the feasibility of duplicating matrixed HR employees in operating agencies—use the model currently in place with MCPD and MCPL.



# Quantitative Data Analysis: Department Ratings: Management and Budget



Overall average is down from 2010. Responsiveness and level of effort seem to have dropped. Qualitative results point to loss/lack of knowledge, particularly around management issues.



\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.



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## **Qualitative Analysis:**

### **Department Comments: Office of Management and Budget**

- **34 individual comments; 22 negative, 9 positive, 3 neutral**
- **Negative comments focused on a lack of knowledge and experience and/or effective leadership within the department**
- **The number of positive comments about the department's customer service is up from previous years**
- **Multiple comments talked about OMB's lack of focus on management issues. This topic was also brought up in multiple 2007 comments.**



## Discussion: Office of Management and Budget

- **What changes did you implement to positively impact your County employee customer service?**
  - Assured greater collaboration and communication with departments by including them in the CIP decision-making process earlier by setting target reductions and participating in summer strategy meetings
  - Supported the implementation of Oracle financials and HR modules
  - Devoted significant resources to coordinating the implementation of the new Hyperion capital and operating budget enterprise application
  - Implemented new Program of Requirements tracking database
  - Refined the Net to Gross BASIS and workforce modules to reduce duplicate data entry and reduce likelihood of errors
  - Posted more documents on the web
  - Fully implemented small map auto-loading feature for CIP Project Description Forms
  - Conducted departmental training on OMB's processes and budget-related data systems
  - Increased staff support for grant application review of 278 grant application in FY11
  - Conducted a joint training session with the Office of the County Attorney on the grant application and award review process
  - Continued to look for ways to eliminate or streamline current procedures
  - Implemented a cross-departmental cluster review process to enhance the County's traditional budget process with a goal of increasing focus on the CEs priority objectives and provide sustainable delivery of direct services
  - Worked with departments on the Procurement freeze process to minimize expenditures while preserving basic services

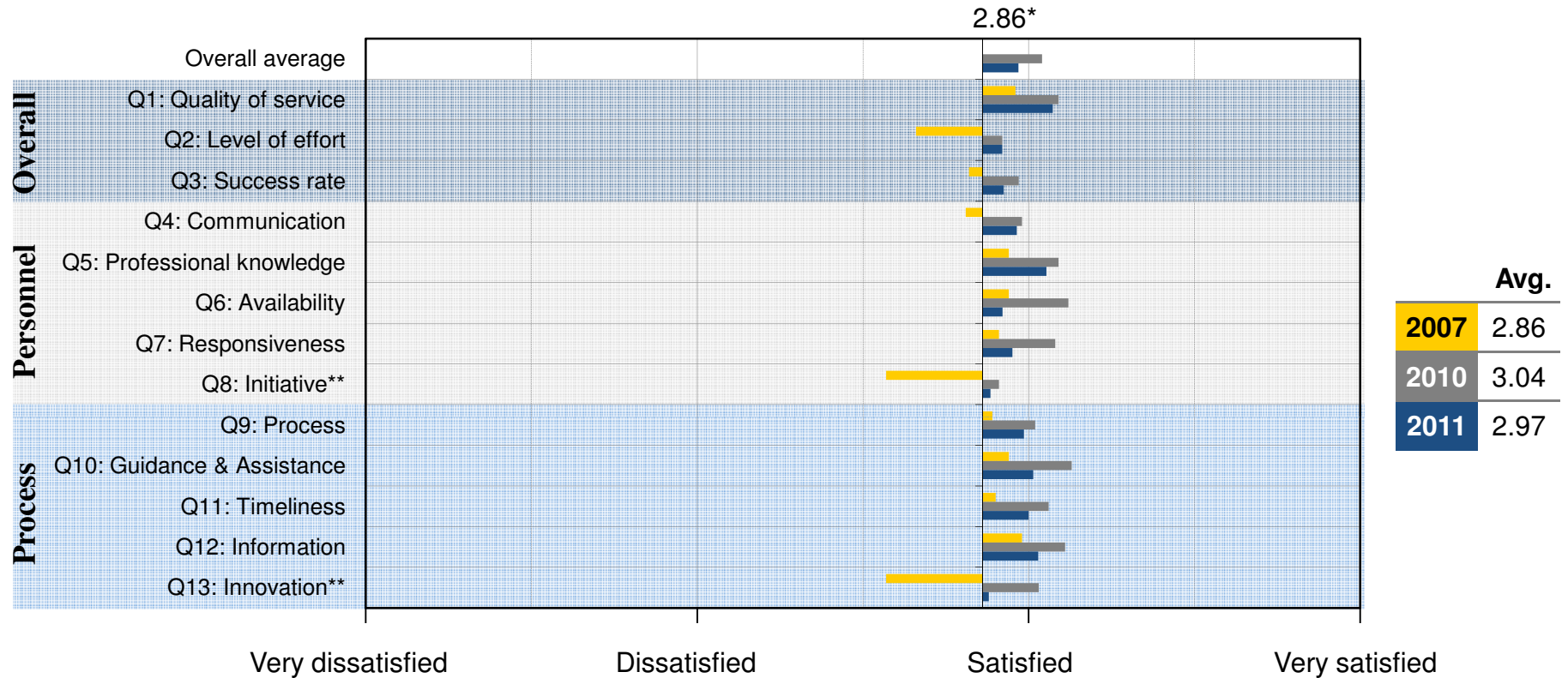


## Discussion: Office of Management and Budget

- **Where did you have the most success?**
  - Results of the survey and comments show Quality of Service and Information as the two highest rating categories
  - Survey shows highest improvement from 2007 in Innovation and Initiative categories
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - Post information on the internet and intranet
  - Provide training
  - Facilitate for cross-departmental discussions
  - Look for ways to streamline processes
- **Where will you focus your attention over the next year?**
  - Improve coordination with Countystat to enhance data-driven budget decisions
  - Getting direct feed-back from departments at the Director level and Analyst level
  - Streamlining processes both internally within OMB and externally
  - Continue to seek strong hires to bring new and innovative thinking to the department
  - Provide training and professional development opportunities to build staff expertise



# Quantitative Data Analysis: Department Ratings: Technology Services



DTS showed a sharp improvement from 2007, but seems to have declined a bit over the previous year. Lack of innovation seems to hurt the quantitative rankings and qualitative comments suggest this is a concern.



\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

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## **Qualitative Analysis:**

### **Department Comments: Technology Services**

- 46 individual comments; 24 negative, 15 positive, 7 neutral
- Several comments relayed dissatisfaction with implementation of ERP.
- Several comments were about the negative effect the budget has had on the department. Lack of resources was historically a common theme.
- Comments were related to customer service were a mixed bag, positive and negative.



## Discussion: Technology Services

- **What changes did you implement to positively impact your County employee customer service?**
  - Implemented self-service Password Reset function
    - Empowering employees anywhere/anytime, eliminating help desk calls
  - Implemented after-hours automated Help Desk call routing
    - Ensuring support after-hours
  - Implemented 24 x 7 support for DLC IVR
    - Ensuring availability of system to meet commercial business needs
  - Implemented new Enterprise Voice Mail system
    - Expanding capacity and increasing reliability
  - Integrated Enterprise Imaging solution with ERP
    - Simplifying internal business processes
  - Focused on Frequent Updates and Communications
    - TOMG, IPAC
    - Social media, Intranet Portal
    - CIO On-Line Chats Leveraging Enterprise Tool



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## Discussion: Technology Services

- **Where did you have the most success?**
  - Policy Process and Communications
    - Social Media Policy Development
  - Operational Communications
    - Focused and Broadcast Notifications
  - Infrastructure Stability
    - Leveraging Virtual Environment, Open Source Capabilities
    - Increasing and Refining monitoring and automated notification
    - Implementing Internet redundancy
  - Functionality
    - Improved Video archiving and access
    - Improved VPN handheld/tablet device support
  - Innovation
    - Snow Map application



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## Discussion: Technology Services

- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - Active Engagement and Communications
  - Project Management – Apply Consistent Methodology
  - Shared Services Solutions
    - Enterprise Systems Engagement
    - Resource Sharing Opportunities
  - Business Process Evaluation
    - Investment in Technical Solutions for Efficiencies
    - Jettison Low Value Processes / Systems
  - Rapid Iterative project approach





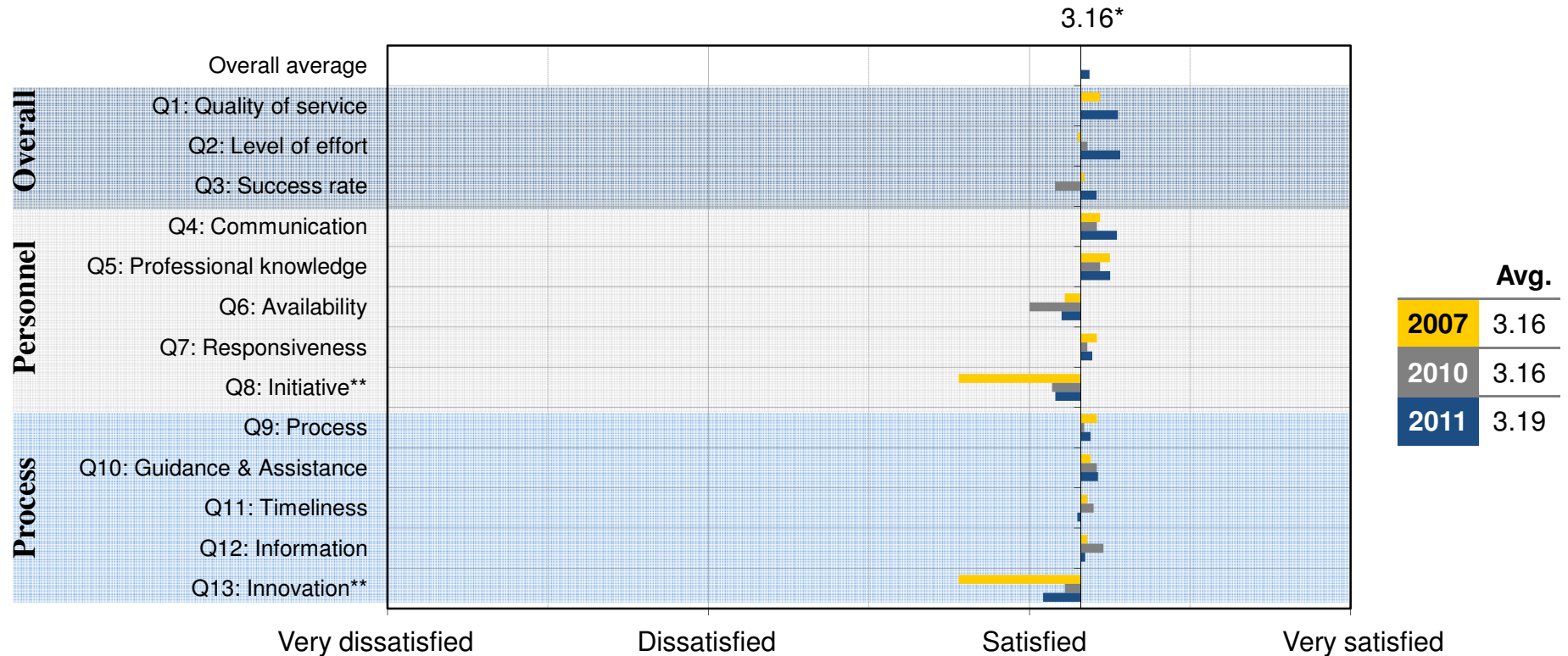
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## Discussion: Technology Services (4 of 4)

- **Where will you focus your attention over the next year?**
  - Accurate understanding of and alignment with Business Objectives
  - Major Business Enhancements
    - ERP ongoing phases
    - Public Safety Systems Modernization
  - IT Transformation Initiatives
    - Expansion of Shared Services (PEG, Video, Fibernet, Voice)
    - Identifying and leveraging Cloud opportunities
    - Leading tablet and mobile pilots
    - Coordinating Web re-design
    - Social Media & Citizen Engagement
  - Operations Sustainment and Continuity
    - Monitor Projects and Programs Effectively
    - Datacenter rehabilitation conclusion - operations catch-up
    - Mainframe retirement initiatives;
    - Telecom savings potential
    - Windows 7 roll-out



# Quantitative Data Analysis: Department Ratings: Public Information



PIO remains a highly scored department. Qualitative responses suggest negative opinions of 311, but perception of PIO does not seem to have been significantly impacted.



\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

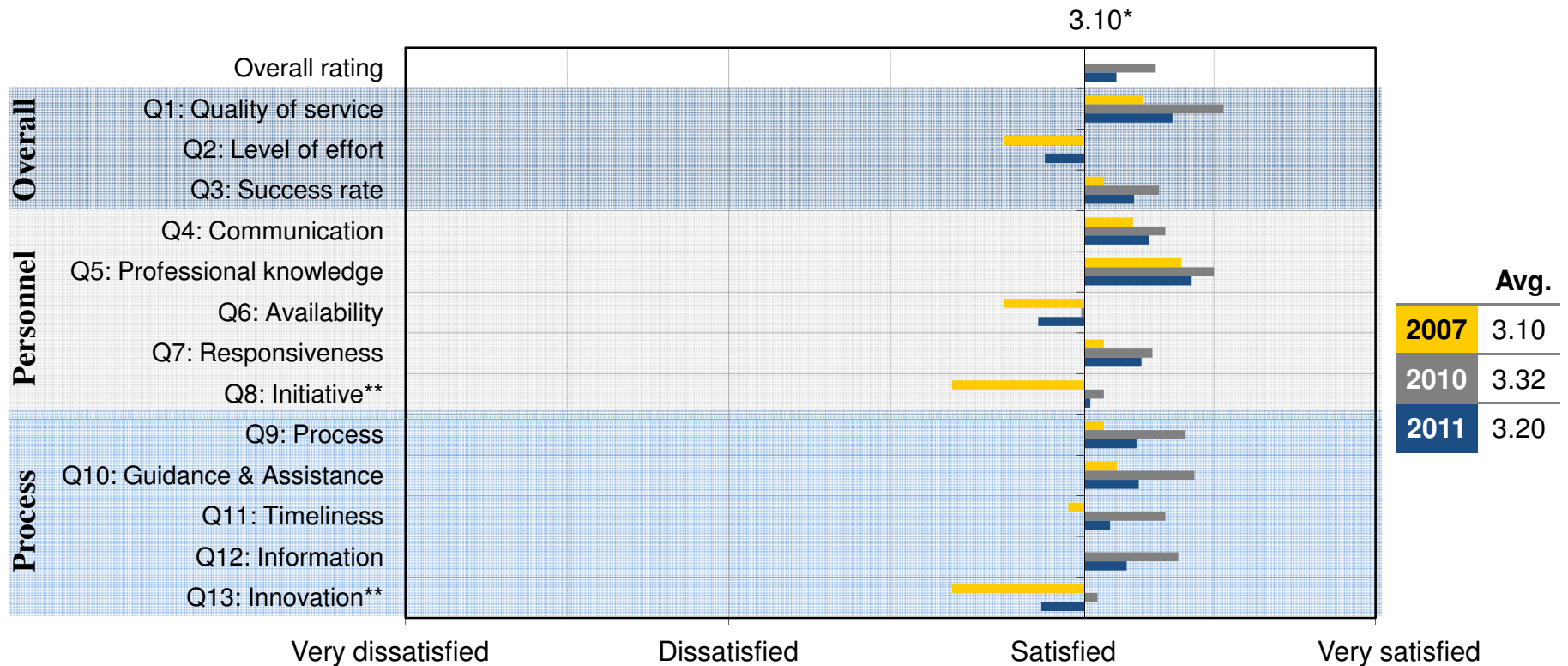
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## **Qualitative Analysis: Department Comments: Public Information**

- 26 individual comments; 13 positive, 9 negative, 4 neutral
- Positive comments we about PIO's customer service. This was a recurring theme in previous years.
- The majority of negative comments focused on 311, with several specifically describing 311 as "a mess." There was a general negative sentiment about 311 in the comments although this does not seem to have impacted the ratings of the department performance.



# Quantitative Data Analysis: Department Ratings: County Attorney



Although up from their 2007 baseline, process category ratings were all down from 2010, and the category average was the department's lowest this year. Still, County Attorney ranks highest among internal-facing departments.



\*2007 baseline overall average

\*\*2007-2010/2011 comparisons are not reliable for these questions due to a change in survey format.

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## **Qualitative Analysis:**

### **Department Comments: County Attorney**

- 42 individual comments; 25 positive, 12 negative, 5 neutral
- In prior years, the department was described slow to respond and unwilling to have discussions. This year showed a turnaround as 16 respondents described the department as generally responsive, prompt, and always willing to help.
- This year, the department received comments about their inability or unwillingness to adapt to the new social media environment. This is consistent with a decrease in the department's innovation ratings.



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## Discussion: County Attorney

- **What changes did you implement to positively impact your County employee customer service?**
  - No changes were implemented in 2011.
- **Where did you have the most success?**
  - The department received its strongest ratings in quality of service, communication, professional knowledge, and responsiveness. For a law office this is appropriate. The department tries to foster a culture that acknowledges that client satisfaction is important by inviting feedback, responding to client complaints, and including communication in attorney evaluations.
- **Which of these best practices do you think could be adopted by other Departments to improve their performance?**
  - None to recommend.
- **Where will you focus your attention over the next year?**
  - Hope to proactively invite client input on how the delivery of legal services could to the agency could be improved.



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## Wrap-up

- **Confirmation of follow-up items**
- **Time frame for next meeting**



## Appendix: Quantitative Rating Scales Explained

- **The quantitative data presented on the following slides is organized into three distinct sections: Overall ratings, Personnel ratings, and Process ratings.**
  - Data is organized in a format that provides all department and program scores for each question together.
  - The question being analyzed is presented in the exact form it was asked in the survey.
- **Averages were derived by giving each of the four possible responses a corresponding numeric value.**
  - The most negative response was given a value of 1, the most positive response a value of 4.
  - “Not applicable” responses were given a value of zero and were not included when calculating average ratings.
  - Responses to each question for each service area were summed and then divided by the number of respondents to that question resulting in an average score that falls somewhere between 1 and 4.
  - The vertical axis on all graphs is positioned at 2007’s average value.





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## Appendix: Quantitative Data Analysis

### Department Ratings

- **The quantitative data presented on the following slides is organized in a format that provides all service area scores for each question together.**
  - The overall average score for the service area across all twelve questions is shown first followed by average scores for each of the twelve questions.
  - The twelve questions are listed by their general topic and grouped by category: overall ratings, personnel ratings, or process ratings. The exact wording of each question is contained on slide 7. The averages for all questions are shown against a satisfaction scale.
- **Averages were derived by giving each of the four possible responses a corresponding numeric value.**
  - The most negative response was given a value of 1, the most positive response a value of 4.
  - Responses to each question for each department were summed and then divided by the number of respondents to that question resulting in an average score that falls somewhere between 1 and 4.

